The Role of Retention in Employee Performance

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Abstract

This study aims to analyze the influence of organizational culture, compensation, and job satisfaction on employee performance with employee retention as an intervening variable at PT Adhi Karya (Persero) Tbk. The research problem is based on the importance of improving employee performance, which is influenced by various organizational and human resource factors. The variables used in this study include organizational culture, compensation, job satisfaction, employee retention, and employee performance. This study employed a quantitative approach using a survey method. The research was conducted at PT Adhi Karya (Persero) Tbk, located at Jalan MT Haryono Kav. 27 RT 007/01, Cawang, Kramat Jati, East Jakarta. The study was carried out from May to July 2025. The population consisted of 50 employees. A saturated sampling technique was applied, in which all members of the population were used as research samples. Data were analyzed using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) method with the assistance of SmartPLS software. The results indicate that organizational culture does not have a significant effect on employee performance but has a positive and significant effect on employee retention. Job satisfaction has a positive and significant effect on both employee performance and employee retention. Compensation does not have a significant effect on either employee performance or employee retention. Employee retention has a positive and significant effect on employee performance. The indirect effect analysis reveals that employee retention fully mediates the relationship between organizational culture and employee performance and partially mediates the relationship between job satisfaction and employee performance. However, employee retention does not mediate the relationship between compensation and employee performance. The findings conclude that employee retention plays a crucial role in improving employee performance. Therefore, PT Adhi Karya (Persero) Tbk is recommended to strengthen its organizational culture, enhance employee job satisfaction, and implement effective employee retention strategies in order to optimize employee performance.

***Keywords**:* Organizational Culture, Compensation, Job Satisfaction, Employee Retention, Employee Performance, SEM-PLS.

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Introduction

In facing increasingly tight business competition, companies are required to have high-performing employees so that organisational goals can be achieved optimally. Employee performance becomes one of the indicators of a company's success because it is directly related to the effectiveness of job execution, service quality, and the achievement of company targets. The high demands of work often lead to various issues that can affect employee performance, such as an unsupportive organisational culture, compensation that does not meet employee expectations, and low job satisfaction. These conditions can cause employees to become less motivated in their work and result in low employee retention within the company. Organisational culture is one of the factors that can influence employee behaviour and performance. Compensation is also a factor that affects employee performance. According to Hasibuan (2019), compensation is all income in the form of money, goods directly or indirectly received by employees as a reward for the work performed. Fair compensation in accordance with the workload will increase employee work motivation. However, if the compensation received by employees is considered not commensurate with the contributions made, employees tend to experience a decline in work enthusiasm and loyalty towards the company. According to Kasmir (2019), job satisfaction is the feeling of pleasure or displeasure employees have towards their work. Employees with high levels of job satisfaction will show high work enthusiasm, responsibility, and loyalty towards the company. On the contrary, if employees feel dissatisfied with their work, work environment, or the rewards they receive, their performance may decline. Employee retention is the company's ability to retain potential employees to continue working within the company for a long period. A high employee retention rate indicates that the company is capable of creating a comfortable work environment and providing satisfaction for employees. Conversely, low employee retention can lead to high employee turnover, which impacts the company's work effectiveness.

Literature Review

2.1 Employee Performance

According to Mangkunegara (2020), employee performance is the quality and quantity of work achieved by employees in accordance with the responsibilities assigned. According to Kasmir (2019), performance is the work results and work behaviour achieved by employees in carrying out their tasks and responsibilities.

2.2 Employee Performance Indicators

According to Kasmir (2019), employee performance indicators consist of:

1. Work quality
2. Work quantity
3. Punctuality
4. Effectiveness
5. Independence
6. Work commitment

2.3 Organisational Culture

According to Robbins and Judge (2018), organisational culture is a system of shared meanings embraced by the members of the organization that distinguishes it from other organisations. Organisational culture is related to the values, norms, beliefs, and habits applied in the work environment, thereby influencing employee behaviour in their work.

2.4 Organisational Culture Indicators

According to Robbins and Judge (2018), organisational culture indicators consist of:

1. Innovation and risk-taking
2. Attention to detail
3. Result orientation
4. Individual orientation
5. Team orientation
6. Aggressiveness
7. Stability

2.5 Compensation

According to Hasibuan (2019), compensation is all income in the form of money or goods received by employees as a reward for the work performed. According to Kasmir (2019), compensation is the reward given by the company to employees, both in financial and non-financial forms, for the contributions made to the company. According to Afandi (2018), compensation is all forms of appreciation given by the company to employees for the work results that have been achieved.

2.6 Compensation Indicators

According to Hasibuan (2019), compensation indicators consist of:

1. Salary
2. Wage Wage
3. Incentive Incentive
4. Allowance Allowance
5. Facilities Facilities

2.7 Job Satisfaction

According to Afandi (2018), job satisfaction is the positive attitude of employees towards their work, which is related to working conditions, work relationships, and the rewards received. According to Sutrisno (2020), job satisfaction is the emotional attitude of employees that reflects their pleasure with their work and work environment.

2.8 Job Satisfaction Indicators

According to Afandi (2018), job satisfaction indicators consist of:

1. Work
2. Pay
3. Promotion
4. Supervision
5. Colleagues

2.9 Employee Retention

According to Mathis and Jackson (2018), employee retention is the organization's ability to retain potential employees to continue working within the organization. According to Dessler (2020), employee retention is the company's policies and strategies to retain employees who have high competence and contribution to the company. According to Kasmir (2019), employee retention is the company's effort to maintain employee loyalty so that they remain with the company in the long term.

2.1.0Employee Retention Indicators

According to Mathis and Jackson (2018), employee retention indicators consist of:

1. Employee loyalty
2. Desire to stay
3. Commitment to the company
4. Job comfort
5. Work relationships

Research Methodology

According to Sugiyono (2019), quantitative research is a research method used to study a specific population or sample with the aim of testing a predetermined hypothesis through the collection of numerical data and analysed using statistics. The approach used in this research is the associative approach. According to Sugiyono (2019), associative research aims to determine the relationship or influence between two or more variables.

Population and Sample

The population in this study consists of all employees at PT Adhi Karya (Persero) Tbk, totalling 50 employees. According to Sugiyono (2019), a sample is a part of the number and characteristics possessed by the population. The sampling technique in this study uses a saturated sampling technique. According to Sugiyono (2019), saturated sampling is a sampling determination technique when all members of the population are used as the research sample. Thus, the sample size in this study is 50 employees.

Data Analysis Techniques

The data analysis in this research includes:

1. Measurement Model Test (Outer Model) Used to test the validity and reliability of the research instruments, which include:
   a. Convergent Validity
   b. Discriminant Validity
   c. Composite Reliability
   d. Cronbach Alpha
2. Structural Model Test (Inner Model) Used to test the relationships between variables, which include:
   a. R-Square
   b. Path Coefficient
   c. T-Statistics (Bootstrapping)
3. Hypothesis Testing Hypothesis testing is conducted by looking at the t-statistic value > 1.96 and p-value < 0.05, so the hypothesis can be accepted

Results

Convergent validity is used to assess the validity of each indicator against the underlying latent variable. The validity results can be seen in the outer loading table in the SmartPLS software. The outer loading table contains numbers or values that indicate the similarity between the indicators and the construct variable. An indicator is said to be reliable if it has a value greater than 0.7 in explaining the construct variable. The illustration of the structural model is depicted in the upcoming figure for this research.

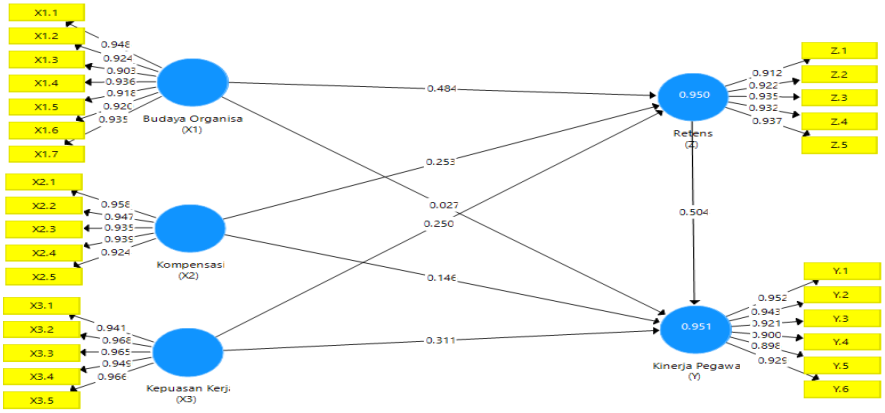


Figure 1: Outer Model

Source : Output Smart PLS

Table 1:Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Organisational Culture _(X1)	**0,972**	**0,977**	**0,858**
Job Satisfaction _(X3)	**0,978**	**0,982**	**0,918**
Employee Performance _(Y)	**0,966**	**0,972**	**0,854**
Compensation _(X2)	**0,967**	**0,975**	**0,885**
Retention _(Z)	**0,959**	**0,969**	**0,861**

Source : Output Smart PLS

Based on the results of the reliability and construct validity tests, all research variables have Cronbach's Alpha and Composite Reliability values above 0.70 and Average Variance Extracted (AVE) values above 0.50. The Organisational Culture variable (X1) obtained a Cronbach's Alpha value of 0.972, Composite Reliability of 0.977, and AVE of 0.858. The Compensation variable (X2) has a Cronbach's Alpha value of 0.967, Composite Reliability of 0.975, and AVE of 0.885. The Job Satisfaction variable (X3) shows a Cronbach's Alpha value of 0.978, Composite Reliability of 0.982, and AVE of 0.918. Furthermore, the Employee Performance variable (Y) obtained a Cronbach's Alpha value of 0.966, Composite Reliability of 0.972, and AVE of 0.854, while the Retention variable (Z) has a Cronbach's Alpha value of 0.959, Composite Reliability of 0.969, and AVE of 0.861. The results indicate that all constructs have a very good level of reliability and meet the criteria for convergent validity, thus the research instruments are declared reliable and valid for use in further analysis.

4.1 Coefficient of Determination (R2)

Based on data processing performed using the SmartPLS 3.0 program, the R Square values obtained are as follows:

Table 2 : R Square Results

	R Square	Adjusted R Square
Employee Performance _(Y)	0,951	0,948
Retention _(Z)	0,950	0,948

Source : Output Smart PLS

Based on the R Square (R^2) test results, the Employee Performance variable (Y) has an R Square value of 0.951 and an Adjusted R Square value of 0.948. This indicates that 95.1% of the variation in Employee Performance can be explained by the independent variables used in the model, while the remaining 4.9% is influenced by factors outside the research model. Furthermore, the Retention variable (Z) has an R Square value of 0.950 and an Adjusted R Square value of 0.948. These results indicate that 95.0% of the variation in Retention can be explained by the variables in the research model, while the remaining 5.0% is influenced by other factors not examined.

4.2 Hypothesis Testing

After examining the internal model, the next step is to evaluate the relationships between latent constructs according to the hypotheses in this study. Hypothesis analysis in this study uses T-Statistics and P-Values. A hypothesis is considered accepted if the T-Statistics value is > 1.96 and the P-Values is < 0.05. This is the output of Path Coefficients from the direct influence:

Table 3 : Path Coefficients (Direct Effects)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Organisational Culture_(X1) -> Employee Performance_(Y)	0,027	0,242	0,405	Rejected
Organisational Culture_(X1) -> Retention_(Z) Job	0,484	3,003	0,001	Accepted
Satisfaction_(X3) -> Employee Performance_(Y)	0,311	2,908	0,002	Accepted
Job Satisfaction_(X3) -> Retention_(Z)	0,250	2,230	0,013	Accepted
Compensation_(X2) -> Employee Performance_(Y)	0,146	1,160	0,123	Rejected
Compensation_(X2) -> Retention_(Z	0,253	1,634	0,051	Rejected
Retention_(Z) -> Employee Performance_(Y)	0,504	4,959	0,000	Accepted

Source : Output Smart PLS

1. The Influence of Organisational Culture (X1) on Employee Performance (Y)
   The test results show that Organisational Culture has a path coefficient of 0.027, a t-statistic value of 0.242, and a p-value of 0.405. The p-value greater than 0.05 indicates that Organisational Culture does not have a significant effect on Employee Performance, thus the hypothesis is rejected. These results indicate that the existing organisational culture has not yet been able to provide a direct contribution to the improvement of employee performance. Although the coefficient value shows a positive relationship direction, the influence produced is very small and insignificant. This condition may occur because employees are more focused on completing tasks and work responsibilities rather than the organisational culture values that are applied.
2. The Influence of Organisational Culture (X1) on Retention (Z)
   The test results show that Organisational Culture has a path coefficient of 0.484, a t-statistic value of 3.003, and a p-value of 0.001. The p-value, which is less than 0.05, indicates that Organisational Culture has a positive and significant effect on Retention, thus the hypothesis is accepted. This indicates that the better the organisational culture implemented, the higher the employee retention rate. An organisational culture that is

supportive, provides a sense of comfort, fosters togetherness, and has clear work values can increase employees' desire to remain in the organization.

3. The Influence of Job Satisfaction (X3) on Employee Performance (Y)
   The test results show that Job Satisfaction has a path coefficient of 0.311, a t-statistic value of 2.908, and a p-value of 0.002. The value indicates that Job Satisfaction has a positive and significant effect on Employee Performance, thus the hypothesis is accepted. This result indicates that the higher the level of job satisfaction felt by employees, the higher the performance produced. Employees who are satisfied with their work, work environment, relationships with colleagues, and career development opportunities tend to work more optimally in achieving organisational goals.
4. The Influence of Job Satisfaction (X3) on Retention (Z)
   The test results show that Job Satisfaction has a path coefficient of 0.250, a t-statistic value of 2.230, and a p-value of 0.013. With a p-value smaller than 0.05, Job Satisfaction has a positive and significant effect on Retention, thus the hypothesis is accepted. This indicates that employees who are satisfied with their jobs will have a greater desire to remain within the organization. High job satisfaction can reduce employees' desire to seek employment elsewhere and increase their loyalty to the organization.
5. The Influence of Compensation (X2) on Employee Performance (Y)
   The test results show that Compensation has a path coefficient of 0.146, a t-statistic value of 1.160, and a p-value of 0.123. The p-value greater than 0.05 indicates that Compensation does not have a significant effect on Employee Performance, thus the hypothesis is rejected. These results indicate that the compensation provided has not yet become the main factor influencing the improvement of employee performance. Employees are likely more motivated by other factors, such as job responsibilities, job satisfaction, or opportunities for self-development, compared to the rewards received.
6. The Influence of Compensation (X2) on Retention (Z)
   The test results show that Compensation has a path coefficient of 0.253, a t-statistic value of 1.634, and a p-value of 0.051. Since the p-value is greater than 0.05, Compensation does not have a significant effect on Retention, thus the hypothesis is rejected. Although the relationship formed is positive, compensation has not yet been able to become a strong determining factor in retaining employees. The decision of employees to remain in the organization is not only influenced by financial aspects but also by other factors such as organisational culture, job satisfaction, work environment, and career development opportunities.
7. The Influence of Retention (Z) on Employee Performance (Y)
   The test results show that Retention has a path coefficient of 0.504, a t-statistic value of 4.959, and a p-value of 0.000. These values indicate that Retention has a positive and significant effect on Employee Performance, thus the hypothesis is accepted. These results indicate that the higher the employee retention rate, the higher the performance produced. Employees who choose to stay in the organization tend to have better work experience, a deeper understanding of tasks and responsibilities, and a higher commitment to achieving organisational goals. Therefore, retention becomes the variable with the strongest influence on employee performance in this research model, with a coefficient value of 0.504.

Table 4. Path Coefficients (Indirect Effect)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results

Organisational Culture_(X1) -> Retention_(Z) -> Employee Performance_(Y)	0,244	2,565	**0,005**	**Accepted**
Job Satisfaction_(X3) -> Retention_(Z) -> Employee Performance_(Y)	0,126	2,067	**0,020**	**Accepted**
Compensation_(X2) -> Retention_(Z) -> Employee Performance_(Y)	0,127	1,507	**0,066**	**Rejected**

Source : Output Smart PLS

1. The Influence of Organisational Culture (X1) on Employee Performance (Y) through Retention (Z)
   The results of the indirect effect test show that Organisational Culture has a path coefficient of 0.244, a t-statistic value of 2.565, and a p-value of 0.005. Since the p-value is less than 0.05, the indirect effect of Organisational Culture on Employee Performance through Retention is declared positive and significant, thus the hypothesis is accepted. These results indicate that Retention is able to mediate the relationship between Organisational Culture and Employee Performance. Although Organisational Culture does not have a significant direct effect on Employee Performance, a good organisational culture can increase employees' desire to remain in the organization. The high level of retention ultimately drives an improvement in employee performance. Thus, Retention acts as a full mediator in the relationship between Organisational Culture and Employee Performance.
2. The Influence of Job Satisfaction (X3) on Employee Performance (Y) through Retention (Z)
   The test results show that Job Satisfaction has an indirect path coefficient of 0.126, a t-statistic value of 2.067, and a p-value of 0.020. The p-value, which is less than 0.05, indicates that the indirect influence is positive and significant, thus the hypothesis is accepted. These results indicate that Retention is able to mediate the relationship between Job Satisfaction and Employee Performance. Employees who are satisfied with their jobs tend to have a greater desire to stay within the organization. The high employee retention then impacts the improvement of employee performance. Because the direct influence of Job Satisfaction on Employee Performance is also significant, Retention acts as a partial mediator in that relationship.
3. The Influence of Compensation (X2) on Employee Performance (Y) through Retention (Z)
   The test results show that Compensation has an indirect path coefficient of 0.127, a t-statistic value of 1.507, and a p-value of 0.066. The p-value greater than 0.05 indicates that the indirect influence is not significant, thus the hypothesis is rejected. These results indicate that Retention is unable to mediate the effect of Compensation on Employee Performance. Although the path coefficient shows a positive relationship, the influence generated is not strong enough to improve employee performance through retention. This condition indicates that the compensation provided has not yet become the main factor driving employees to stay or improve their performance. Therefore, Retention does not act as a mediating variable in the relationship between Compensation and Employee Performance. Overall, these results indicate that the improvement in employee performance is more influenced by organisational culture and job satisfaction through retention rather than by compensation factors.

Conclusion

1. The research results indicate that Organisational Culture has not been able to directly improve Employee Performance. Therefore, the hypothesis stating that Organisational Culture affects Employee Performance is rejected.
2. The better the organisational culture implemented, the higher the employee retention rate. Therefore, the hypothesis stating that Organisational Culture affects Retention is accepted.
3. Employees with a high level of job satisfaction tend to show better performance. Therefore, the hypothesis stating that Job Satisfaction affects Employee Performance is accepted.
4. The higher the job satisfaction felt by employees, the greater their desire to remain in the organization. Therefore, the hypothesis stating that Job Satisfaction affects Retention is accepted.
5. The research results show that compensation is not the main factor influencing the improvement of employee performance. Therefore, the hypothesis stating that Compensation affects Employee Performance is rejected.
6. Although there is a positive relationship, compensation has not been able to significantly increase employee retention. Therefore, the hypothesis stating that Compensation affects Retention is rejected.
7. The higher the level of employee retention, the higher the employee performance. Retention becomes the variable with the strongest direct influence on Employee Performance in this study. Therefore, the hypothesis stating that Retention affects Employee Performance is accepted.
8. Organisational Culture does not have a direct impact on Employee Performance, but it does have an indirect impact through Retention. Thus, Retention acts as a full mediation in the relationship between Organisational Culture and Employee Performance.
9. Job Satisfaction affects Employee Performance both directly and through Retention. Therefore, Retention acts as a partial mediation in the relationship between Job Satisfaction and Employee Performance.
10 The indirect effect of Compensation on Employee Performance through Retention is not significant, so Retention does not act as a mediating variable in that relationship.

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