

Leadership Style, Work Environment, and Job Satisfaction as Factors Shaping Employee Retention at PT Pelindo Multi Terminal Branch

Taufik Rahmat Nasution, Yohny Anwar, Kiki Farida Ferine

Abstract

This study aims to analyze the influence of leadership style, work environment, and job satisfaction on employee retention at PT Pelindo Multi Terminal Branch Lhokseumawe, both partially and simultaneously. This study uses a quantitative approach with a type of causal associative research. The population in this study is all employees of PT Pelindo Multi Terminal Branch Lhokseumawe which is 40 people. The sampling technique uses saturated sampling (census) so that the entire population is sampled. Primary data was obtained through a questionnaire with a 5-point Likert scale, while secondary data was obtained from company documentation and supporting literature. The data analysis technique used multiple linear regression analysis with the help of SPSS software, including instrument tests (validity and reliability), classical assumption tests (normality, multicollinearity, heteroscedasticity, and autocorrelation), multiple linear regression analysis, and hypothesis tests (t-test and F-test). The results showed that: (1) leadership style had no significant effect on employee retention with a t-count value of $0.827 < t\text{-table of } 2.028$ and significance of $0.414 > 0.05$; (2) the work environment has no significant effect on employee retention with a t-calculation value of $1.301 < t\text{-table of } 2.028$ and a significance of $0.201 > 0.05$; (3) job satisfaction has a positive and significant effect on employee retention with a t-count value of $3.458 > t\text{-table of } 2.028$ and a significance of $0.001 < 0.05$; (4) leadership style, work environment, and job satisfaction simultaneously had a significant effect on employee retention with an F-count value of $15.076 > F\text{-table of } 2.87$ and a significance of < 0.001 . A determination coefficient value (R^2) of 0.557 indicates that 55.7% of employee retention variations can be explained by all three independent variables, while 44.3% are influenced by other factors outside the model. Job satisfaction was the most dominant variable with a regression coefficient of 0.793 and a standardized beta of 0.504.

Keywords: Leadership Style, Work Environment, Job Satisfaction, Employee Retention.

Taufik Rahmat Nasution¹

¹Master of Management, Universitas Pembangunan Panca Budi, Indonesia e-mail: shuvit32@gmail.com¹

Yohny Anwar², Kiki Farida Ferine³

^{2,3}Master of Management, Universitas Pembangunan Panca Budi, Indonesia e-mail: yohny.anwar@yahoo.com², kikifaridaferinesyarif@ymail.com³

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Introduction

Human resources (HR) are the most crucial element in maintaining the sustainability of the company's operations. PT Pelindo Multi Terminal (SPMT) Branch Lhokseumawe operates as a manager of non-container terminals (dry-bulk / general cargo) in strategic areas of Aceh, so operational performance and service continuity are highly dependent on the productivity and stability of human resources in the field. Geographical position relatively far from the center, regional economic dynamics, and characteristics of the local workforce are factors that affect the stability of staffing in this location. As a company operating in the strategic area of Aceh, PMT Branch Lhokseumawe needs competent employees to manage loading and unloading activities and port services. The phenomenon of employee transfers to competitor companies or other sectors has the potential to disrupt operations and reduce service quality.

Employee retention is defined as an organization's ability to retain its employees and prevent unwanted turnover. According to (Mathis & Jackson, 2019), employee retention is a systematic effort made by organizations to create and maintain an environment that encourages employees to stay on the job by having policies and practices that meet the needs of diverse employees. Low retention rates can result in loss of organizational knowledge, increase recruitment and training costs, and disrupt operational productivity.

One of the crucial factors that affect employee retention is leadership style. Leadership style refers to the patterns of behavior and approaches used by leaders in directing, motivating, and influencing employees to achieve organizational goals (Taufiq et al., 2024). Leadership style refers to the patterns of behavior and strategies that leaders use in directing, motivating, and influencing their subordinates to achieve organizational goals. (Robbins & Judge, 2017) defines leadership style as the way that leaders use to influence the behavior of subordinates to cooperate and work productively to achieve organizational goals. Meanwhile, (Yukl, 2013) defines leadership style as a specific behavior shown by leaders in guiding the activities of organizational members towards achieving goals.

The second factor that is no less important is the work environment (Sedarmayanti, 2018) stating that the work environment is the totality of tools and materials faced, the surrounding environment where a person works, the work method, and the work arrangement both as an individual and a group. A positive work environment, which includes aspects such as open communication, cooperation between colleagues, opportunities for self-development, and adequate support from superiors, can increase employee job satisfaction (Taufiq et al., 2024). If they are happy with their work environment, then they will feel comfortable in the company in carrying out their activities so that employee performance optimism will be great (Heriyanti & Nasim, 2023). The condition of the working environment in the port area which has unique characteristics with 24-hour operational demands requires special attention in its management.

Job satisfaction is the third factor that greatly determines employee retention. Job satisfaction is an emotional attitude that enjoys and loves one's job, which is reflected in work ethic, discipline, and work achievement. (Robbins & Judge, 2017) defines job satisfaction as a positive feeling about a person's job that is the result of an evaluation of their characteristics. (Luthans, 2012) explains job satisfaction as a result of employees' perception of how well their work provides what is considered important. Locke in (Wibowo, 2014) mentioned that job satisfaction is a state of happy emotions or positive emotions that come from a person's job assessment or work experience. Employees who feel high satisfaction with their work tend to have a strong organizational commitment and a desire to stay within the organization.

Previous studies have shown the link between leadership style, work environment, and job satisfaction to employee retention. Research conducted by (Izdiyar, 2025) found that transformational leadership styles have a significant positive influence on employee retention through increased job satisfaction and organizational commitment. Meanwhile, research (Heriyanti & Nasim, 2023; Mayangsari & Sari, 2025) proves that a conducive work environment both physically and psychologically contributes to increased job satisfaction which

ultimately encourages employees to stay longer. The study conducted by (Mayangsari & Sari, 2025) also confirms that job satisfaction is a strong predictor of employees' intention to stay in the organization.

Based on the background and phenomena that have been described, this study aims to analyze the influence of leadership style, work environment, and job satisfaction on employee retention at PT Pelindo Multi Terminal Branch Lhokseumawe.

Literature Review

2.1 Employee Retention

Employee retention is an organization's ability to retain its best employees to stay in the organization. (Mathis & Jackson, 2019) defines employee retention as a systematic effort by an organization to create and maintain an environment that encourages employees to stay on the job by having policies and practices that meet the needs of diverse employees. According to (Dessler, 2015) retention is a company's effort to retain highly qualified and competent employees to remain loyal to the company. Effective retention will reduce turnover costs, maintain organizational knowledge, and maintain operational stability. The company creates a strategy to achieve maximum performance so that each employee makes a personal commitment to the company's planned goals (Aditya & Anwar, 2021).

2.2 Leadership Style

(Robbins & Judge, 2017) defines leadership style as the ability to influence a group towards the achievement of a vision or set of goals. Leadership style reflects the leader's behavior pattern in directing and motivating subordinates. (Hasibuan, 2016) states that leadership style is a leader's way of influencing the behavior of subordinates so that they are willing to cooperate and work productively to achieve organizational goals. According to (Edison et al., 2018) "leadership style is the way a leader acts and/or how he influences his members to achieve certain goals. The right leadership style will create a conducive work climate and increase employee retention.

2.3 Work Environment

The work environment is one of the important elements that affect the good and bad performance of employees (Pane et al., 2025). (Sedarmayanti, 2018) defines the work environment as the whole of tools and materials faced, the surrounding environment where a person works, his or her work methods, and his work arrangement both as an individual and a group. (Nitisemito, 2019) states that the work environment is everything that exists around workers that can influence them in carrying out the tasks assigned. A good work environment will increase employee comfort and productivity. A comfortable and conducive work environment can increase employee productivity and reduce stress levels at work (Luthfi et al., 2025). According to (Edison et al., 2018) the work environment is a condition or atmosphere around where employees work that directly affects their ability and enthusiasm to complete tasks, is a key factor in achieving optimal performance, and includes physical (lighting, temperature, cleanliness) and psychological (social relationships, motivation, work atmosphere) aspects that are conducive or not.

2.4 Job Satisfaction

(Luthans, 2012) defines job satisfaction as the result of employees' perception of how well their work provides what is considered important. Job satisfaction is an emotional attitude that is fun and loves the job. (Robbins & Judge, 2017) states that job satisfaction is a positive feeling about a person's job that is the result of an evaluation of their characteristics. Satisfied employees will have higher commitment and are more likely to stay in the organization.

Employee satisfaction is a general attitude that is more influenced by feelings towards the situation and work environment, and is a reflection of employee satisfaction with conditions related to the implementation of work (Sembiring et al., 2023). Job satisfaction is an individual's general attitude towards his or her job. A person with a high level of job satisfaction shows a positive attitude towards their job (Sari et al., 2025).

Research Methodology

This study uses a quantitative approach with a type of causal associative research that aims to determine the relationship and influence between two or more variables (Sugiyono, 2017). The study was designed to analyze the influence of leadership style (X1), work environment (X2), and job satisfaction (X3) on employee retention (Y) at PT Pelindo Multi Terminal Branch Lhokseumawe. The population in this study is all employees of PT Pelindo Multi Terminal Branch Lhokseumawe which is 40 people. The sampling technique uses saturated sampling (census), where all members of the population are used as research samples, so that the number of samples is 40 respondents. According to (Ghozali, 2016) saturated sampling is a sample determination technique when all members of the population are used as samples, which is usually done if the population is relatively small. Primary data was obtained through a questionnaire with a 5-point Likert scale distributed to respondents, while secondary data was obtained from company documentation and supporting literature.

The data analysis technique used multiple linear regression analysis with the help of SPSS software. The analysis stages include instrument tests (validity test with Pearson Correlation and reliability test with Cronbach's Alpha), classical assumption test (normality test with Kolmogorov-Smirnov, multicollinearity test with VIF and Tolerance values, heteroscedasticity test with Glejser test, and autocorrelation test with Durbin-Watson), multiple linear regression analysis with equation $Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e$, as well as hypothesis test consisting of partial tests (t-test) to test the influence each independent variable against the dependent variable, a simultaneous test (F test) to test the influence of all independent variables together, and a determination coefficient test (R^2) to measure the ability of independent variables to explain the variation of the dependent variable with a significance level of 5%.

Results

3.1 Description of Research Object

PT Pelindo Multi Terminal Branch Lhokseumawe is a subsidiary of PT Pelindo Multi Terminal which is engaged in the management and operation of port terminals in the Lhokseumawe area, Aceh Province. The company has a strategic role in supporting logistics and maritime trade activities in the northern coastal region of Aceh, serving various loading and unloading activities of goods, containers, and other commodities. As part of the Indonesian Port SOEs, PT Pelindo Multi Terminal Branch Lhokseumawe is committed to providing efficient and professional port services supported by 40 employees who run port operations 24 hours. With a strategic location that connects domestic and international trade routes, the company continues to strive to improve the quality of human resources as a key asset in maintaining the excellence and sustainability of port operations in an increasingly competitive maritime industry era.

3.2 Classical Assumption Test Results

The Classical Assumption Test is a series of tests to ensure that the regression model meets statistical requirements so that the analysis results are accurate and unbiased. These tests include normality, multicollinearity, heteroscedasticity, and autocorrelation to ensure the data are suitable for use in regression analysis.

1. Normality Test

The normality test aims to see if the residual data is normally distributed using the Kolmogorov-Smirnov or P-P Plot graphs. The data is said to be normal if the significance value is greater than 0.05.

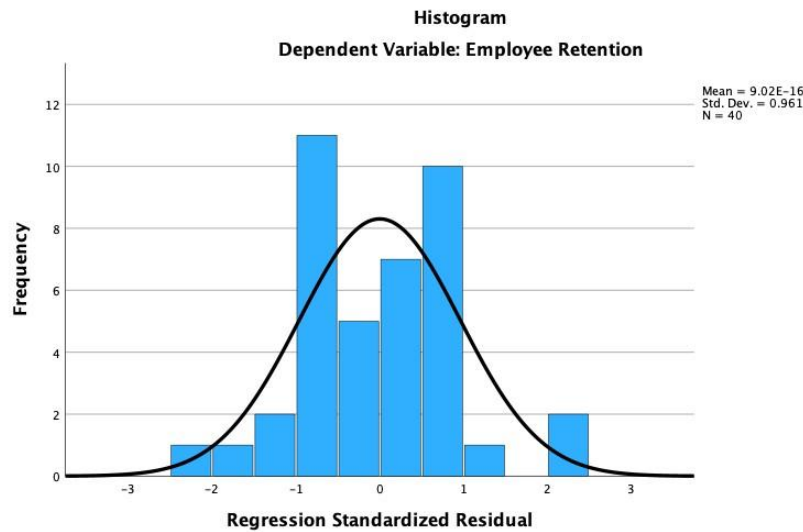


Figure 1. Histogram –Normality Test

The results of the Normality Test based on Histogram show that the residual data is distributed close to normal, characterized by a curve shape that tends to be symmetrical (bell-shaped) and does not deviate far to the left or right. Thus, it can be concluded that the assumption of normality is fulfilled so that the data is suitable for use in regression analysis.

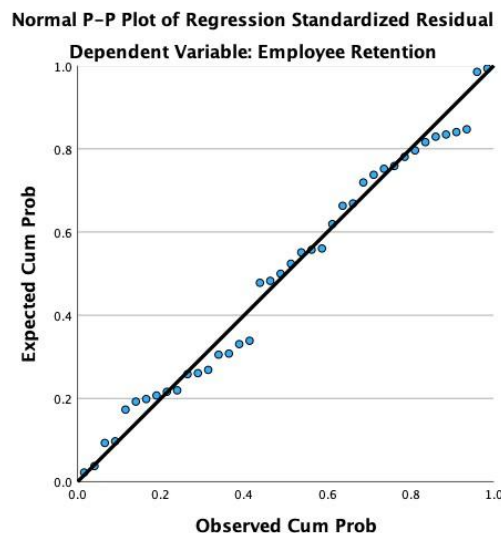


Figure 2. Normal P-Plot

The results of the normality test through the Normal P-P Plot graph show that the residual points are spread along a diagonal line, which indicates that the data distribution is close to normal. Thus, it can be concluded that the normality assumption is fulfilled and the data are suitable for use for regression analysis.

Table 1. Kolmogorov-Smirnov
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		40
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.68229261
Most Extreme Differences	Absolute	.093
	Positive	.093
	Negative	-.063
Test Statistic		.093
Asymp. Sig. (2-tailed) ^c		.200 ^d
Monte Carlo Sig. (2-tailed) ^e	Sig.	.499
	99% Confidence Interval	
	Lower Bound	.486
	Upper Bound	.512

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 299883525.

The results of the Kolmogorov-Smirnov test showed a significance value of 0.200 which was greater than 0.05, so that the residual data was declared to be normally distributed. Thus, the assumption of normality is fulfilled and regression analysis can be continued.

2. Multicollinearity Test

This test was carried out to determine whether there is a strong correlation between independent variables through VIF and Tolerance values. Multicollinearity does not occur if VIF is < 10 and Tolerance > 0.10.

Table 2. Uji Multikolinearitas

Coefficients ^a		Collinearity Statistics	
Model		Tolerance	VIF
1	Leadership Style	.488	2.050
	Work Environment	.478	2.094
	Job Satisfaction	.579	1.726

a. Dependent Variable: Employee Retention

The results of the multicollinearity test showed that the Tolerance value of all variables > 0.10 and the VIF value < 10, so that there was no multicollinearity between independent variables. Thus, the regression model was declared feasible for use in further analysis.

3. Heteroscedasticity Test

The heteroscedasticity test aims to ensure that the residual variants are uniform and do not form a specific pattern. The data is declared heteroscedasticity free if the significance value > 0.05 or the dots on the scatterplot are spread randomly.

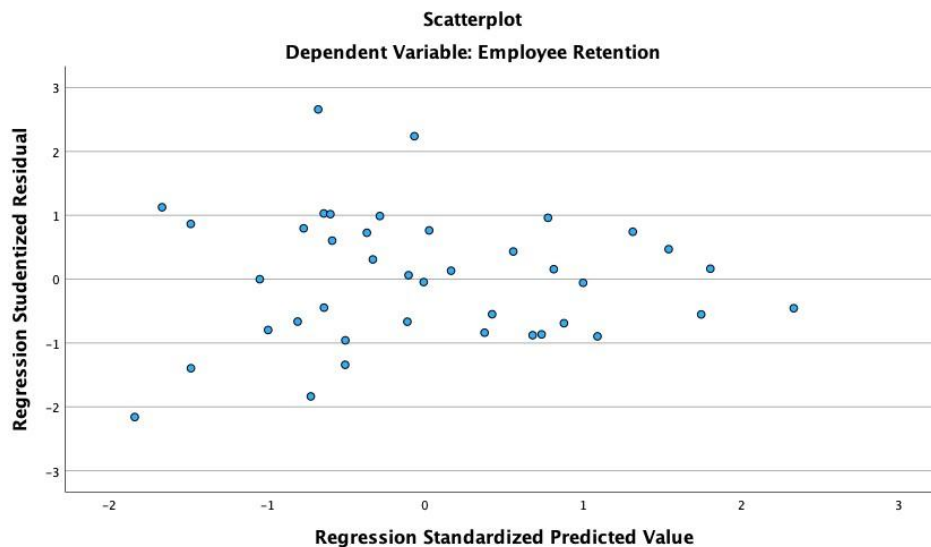


Figure 3. Scatterplot

Table 3. Uji Glejser

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.105	2.424		3.343	.002
	Leadership Style	-.010	.088	-.025	-.116	.908
	Work Environment	-.084	.111	-.165	-.754	.456
	Job Satisfaction	-.173	.123	-.281	-1.412	.166

a. Dependent Variable: ABRESID

Based on the Scatterplot Image, the residual dots are scattered randomly and do not form a specific pattern, either clustering or spreading out to form a line. This shows that heteroscedasticity does not occur, so the regression model meets the assumption of homoscedasticity and is suitable for use.

The results of the Glejser test showed that all independent variables had a significance value above 0.05, so there was no significant influence on the residual absolute value. Thus, the model is declared free of heteroscedasticity problems and meets classical assumptions.

An autocorrelation test was performed to determine whether the residual was interrelated between one observation and another using the Durbin-Watson observation. There is no autocorrelation if the DW value is between dU and 4-dU.

a. Autocorrelation Test

Table 4. Autocorrelation Test

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
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1	.746 ^a	.557	.520	2.792	2.305
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a. Predictors: (Constant), Job Satisfaction , Leadership Style, Work Environment

b. Dependent Variable: Employee Retention

Hasil uji autokorelasi menunjukkan bahwa nilai Durbin-Watson sebesar 2,305 berada di antara batas (dU dan 4–dU), sehingga dapat disimpulkan tidak terjadi autokorelasi pada model. Dengan demikian, model regresi memenuhi asumsi independensi residual.

4. Multiple Linear Regression Analysis Results

Multiple linear regression analysis is used to determine the direction and magnitude of the influence of each independent variable on the bound variable. The results resulted in regression equations that became the basis for the interpretation of the study.

Table 5. Multiple Linear Regression

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-6.517	4.530		-1.439	.159
	Leadership Style	.137	.165	.131	.827	.414
	Work Environment	.270	.207	.209	1.301	.201
	Job Satisfaction	.793	.229	.504	3.458	.001

a. Dependent Variable: Employee Retention

The results of the autocorrelation test showed that the Durbin-Watson value of 2.305 was between the limits (dU and 4–dU), so it can be concluded that there was no autocorrelation in the model. Thus, the regression model meets the residual independence assumption.

5. Multiple Linear Regression Analysis Results

Multiple linear regression analysis is used to determine the direction and magnitude of the influence of each independent variable on the bound variable. The results resulted in regression equations that became the basis for the interpretation of the study.

Based on the results of data processing with SPSS, multiple linear regression equations were obtained: $Y = -6.517 + 0.137X_1 + 0.270X_2 + 0.793X_3$.

The results showed that the leadership style variable had a regression coefficient value of 0.137 with a positive direction, which means that every one unit increase in leadership style would increase employee retention by 0.137 units assuming the other variables were constant. The work environment variable has a regression coefficient value of 0.270 with a positive direction, which means that every one unit increase in the work environment will increase employee retention by 0.270 units assuming the other variables are constant. The job satisfaction variable has a regression coefficient value of 0.793 with a positive direction, which means that every increase in one unit of job satisfaction will increase employee retention by 0.793 units assuming the other variables are constant.

6. Coefficient of Determination (R²)

The determination coefficient is used to find out how much an independent variable is able to explain the bound variable. The higher the R² value, the stronger the model's ability to explain changes in bound variables.

Table 6. Coefficient of Determination (R^2)

Model Summary^b

Model		R Square	Adjusted R Square	Std. Error of the Estimate
1	.746 ^a	.557	.520	2.792

a. Predictors: (Constant), Job Satisfaction, Leadership Style, Work Environment

b. Dependent Variable: Employee Retention

7. Coefficient of Determination (R^2)

The determination coefficient is used to find out how much an independent variable is able to explain the bound variable. The higher the R^2 value, the stronger the model's ability to explain changes in bound variables.

The Adjusted R Square value of **0.520** indicates that 52.0% of the variation in the employee retention variable can be explained by the variables of leadership style, work environment, and job satisfaction in the regression model. The remaining 48.0% was influenced by other factors outside of the variables of this study.

8. Hypothesis Test Results Partial

Test (t-test)

The Partial Test (t-test) is used to determine the influence of each independent variable on the dependent variable separately. The test was carried out by comparing the value of t calculated with t table, where the variable is said to have a significant effect if t calculates $>$ t table and the significance value $<$ 0.05.

Table 7. Partial Test Results (t-test)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-6.517	4.530		-1.439	.159
	Leadership Style	.137	.165	.131	.827	.414
	Work Environment	.270	.207	.209	1.301	.201
	Job Satisfaction	.793	.229	.504	3.458	.001

a. Dependent Variable: Employee Retention

The partial test (t-test) was carried out by comparing the t-calculated value with the ttable at the significance level of $\alpha = 0.05$ (5%) with the degree of freedom (df) = $n - k - 1 = 40 - 3 - 1 = 36$, so that the t-table value was obtained of 2.028. Based on the results of data processing with SPSS as presented in the coefficients table, the test results were obtained as follows:

Based on the coefficients table, the leadership style variable has a t-count value obtained is 0.827 while the t-table is 2.028, so that the t-calculation $<$ t-table ($0.827 < 2.028$) with a significance of 0.414 which is greater than 0.05 ($0.414 > 0.05$), then H_0 is accepted and H_a is rejected, which means that the leadership style **does not have a significant effect** on employee retention at PT Pelindo Multi Terminal Branch Lhokseumawe.

Based on the coefficients table, the work environment variable has a regression coefficient value (B) of 0.270 with a standard error of 0.207 and a standardized beta coefficient value of 0.209. The regression coefficient with a positive value shows a unidirectional relationship, the t-count obtained is 1.301 while the t-table is 2.028, so that the t-count $<$ t-table ($1.301 < 2.028$) with a significance value of 0.201 greater than 0.05 ($0.201 > 0.05$) then H_0 is accepted and H_a is rejected, which means that the work environment **does not have a significant effect** on employee retention at PT Pelindo Multi Terminal Branch Lhokseumawe.

Based on the coefficients table, the variable of job satisfaction has a t-calculated value obtained of 3.458 while the t-table is 2.028, so that $t\text{-calculation} > t\text{-table}$ ($3.458 > 2.028$) with a significance of 0.001 which is smaller than 0.05 ($0.001 < 0.05$) then H_0 is rejected and H_a is accepted, which means that job satisfaction **has a positive and significant effect** on employee retention at PT Pelindo Multi Terminal Branch Lhokseumawe.

9. Simultaneous Test (F Test)

Simultaneous Test (F Test) is used to determine the influence of all independent variables together on dependent variables. The test was carried out by comparing the value of the F calculation with the F table, where the model was declared significant if F was calculated $>$ F of the table and the significance value was < 0.05 .

Table 8. Simultaneous Test Results (F Test)

ANOVA ^a		Sum of Squares	df	Mean Square	F	Sig.
Model						
1	Regression	352.507	3	117.502	15.076	<.001 ^b
	Residual	280.593	36	7.794		
	Total	633.100	39			

a. Dependent Variable: Employee Retention

b. Predictors: (Constant), Job Satisfaction , Leadership Style, Work Environment

The simultaneous test (F-test) was carried out by comparing the value of F-count with the F-table at the significance level of $\alpha = 0.05$ (5%) with the degree of freedom of the numerator (df_1) = $k = 3$ and the degree of freedom of denominator (df_2) = $n - k - 1 = 40 - 3 - 1 = 36$, so that the value of F-table was obtained of 2.87. Based on the ANOVA table above, the Fcalculation value is 15.076 while the F-table is 2.87, so that the $F\text{-calculation} > F\text{-table}$ ($15.076 > 2.87$). The resulting significance value is < 0.001 or 0.000 which is smaller than 0.05 ($0.000 < 0.05$). Based on these two test criteria, H_0 was rejected and H_a was accepted, which means **that leadership style, work environment, and job satisfaction simultaneously had a significant effect on employee retention** at PT Pelindo Multi Terminal Branch Lhokseumawe.

Conclusion

The simultaneous test (F-test) was carried out by comparing the value of F-count with the F-table at the significance level of $\alpha = 0.05$ (5%) with the degree of freedom of the numerator (df_1) = $k = 3$ and the degree of freedom of denominator (df_2) = $n - k - 1 = 40 - 3 - 1 = 36$, so that the value of F-table was obtained of 2.87. Based on the ANOVA table above, the Fcalculation value is 15.076 while the F-table is 2.87, so that the $F\text{-calculation} > F\text{-table}$ ($15.076 > 2.87$). The resulting significance value is < 0.001 or 0.000 which is smaller than 0.05 ($0.000 < 0.05$). Based on these two test criteria, H_0 was rejected and H_a was accepted, which means **that leadership style, work environment, and job satisfaction simultaneously had a significant effect on employee retention** at PT Pelindo Multi Terminal Branch Lhokseumawe. **1. The Influence of Leadership Style on Employee Retention**

Leadership style plays a role in building harmonious working relationships and providing clear direction for the implementation of tasks, but the findings of the study show that the implementation of leadership style at PT Pelindo Multi Terminal Branch Lhokseumawe is not optimal in encouraging employee retention. This indicates that although leaders are able to direct work, aspects of personal attention, coaching, and motivation have not fully created a sense of long-term attachment in employees.

2. The Influence of Work Environment on Employee Retention

A good work environment can basically provide comfort, security, and facility support for employees, but the results of the study show that the existing work environment conditions have not been the dominant factor in retaining employees. This illustrates that even though employees work in adequate conditions, environmental factors have not fully provided the emotional and psychological boost that makes employees feel like staying in the company for a long time.

3. The Effect of Job Satisfaction on Employee Retention

Job satisfaction arises when employees feel that their needs are met, both in terms of rewards, work atmosphere and development opportunities, and research results show that job satisfaction is the most powerful factor in shaping employee retention. This condition shows that the greater the level of satisfaction felt by employees, the higher their commitment to continue working at PT Pelindo Multi Terminal Branch Lhokseumawe.

4. The Simultaneous Influence of Leadership Style, Work Environment, and Job Satisfaction on Employee Retention

Simultaneously, these three variables together contribute to the formation of employee retention, so that the success of retaining employees cannot be done from just one aspect. This indicates that PT Pelindo Multi Terminal Branch Lhokseumawe needs a concerted effort to improve leadership quality, create a conducive work environment, and maximize job satisfaction so that employees feel valued and willing to stay longer.

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