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Analysis of Career Development on Employee Retention Through Organizational Support as a Mediating Variabel: Survey on Alfamart Employee

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ABSTRAK

Industri ritel di Indonesia terus berkembang, menciptakan banyak peluang kerja di berbagai tempat. Alfamart, salah satu toko modern besar di Indonesia, mempekerjakan banyak orang. Manajemen sumber daya manusia merupakan komponen penting dalam mengelola dan mempertahankan karyawan yang hebat, sehingga organisasi harus memiliki strategi retensi. Penelitian ini bertujuan untuk menguji dampak dari pengembangan karir terhadap retensi karyawan, dengan dukungan organisasi sebagai variabel mediasi. Penelitian ini menggunakan pendekatan kuantitatif, dengan data yang dikumpulkan dari 141 karyawan Alfamart Sukabumi Area Cisaat dan Sukaraja dengan menggunakan kuesioner. Teknik analisis data dengan menggunakan Structural Equation Modeling (SEM) dan perangkat lunak Analysis of Moment Structures (AMOS). Hasil penelitian menunjukkan bahwa pengembangan karir memiliki dampak yang baik dan signifikan terhadap dukungan organisasi, dan bahwa dukungan organisasi memediasi hubungan antara pengembangan karir dan retensi karyawan. Penelitian ini menunjukkan bahwa organisasi dapat memperkuat pengembangan karir dengan dukungan organisasi untuk meningkatkan keinginan karyawan untuk tetap bersama perusahaan.

Kata kunci: : Dukungan Organisasi; Pengembangan Karir; Retensi Karyawan

ABSTRACT

The retail industry in Indonesia continues to grow and create many job opportunities in various places. Alfamart, one of the big modern stores in Indonesia, employs a lot of people. Human resource management is an important component in managing and retaining great employees, so organizations must have a retention strategy. This research aims to examine the impact of career development on employee retention, with organizational support as a mediating variable. This study used a quantitative approach, with data collected from 141 employees of Alfamart Sukabumi Area Cisaat and Sukaraja using questionnaires. Data analysis techniques used Structural Equation Modeling (SEM) and Analysis of Moment Structures (AMOS) software. The results showed that career development has a good and significant influence on organizational support, and organizational support mediates the relationship between career development and employee retention. This research suggests that organizations can strengthen career development with organizational support to increase employees' desire to stay in the company.

Keywords : Organizational Support; Career Development; Employee Retention

INTRODUCTION

The retail industry in Indonesia continues to grow in line with positive economic growth and high public demand for retail products and services. The retail industry plays a role in creating extensive employment in various regions. Its presence in various regions makes this industry able to absorb labor widely (Qohar et al., 2022). The retail sector includes various types of stores, such as hypermarkets, supermarkets, and minimarkets, that play a significant role in providing a large number of employment opportunities. Based on data compiled from Databoks, in 2023 the trade sector will be the business sector with the second-largest employment rate at 18.99%. This condition is a challenge

for human resource management in managing, improving, and maintaining a quality workforce to survive and contribute to the company in the long term.

Human resources is one of the most important factors and an integral part of a company. Human resources are important assets for companies that play a role in the sustainability and achievement of organizational goals (Yosepa et al., 2020). Therefore, companies need the role of resources that have good quality. Because the superior quality of human resources is the key to organizational success, because quality human resources are able to make an optimal contribution to the company's success (Wirayuda et al., 2023). Retaining quality personnel as valuable assets is critical to the company's long-term performance (Safitri & Hanifuddin, 2022). The company's ability and inability to retain people demonstrate the success of human resource management. If the organization is unable, it will have an influence on its stability and may lose competent and qualified staff (Septiana & Aslami, 2024). Effective human resource management is projected to have a favorable impact on employees by contributing significantly to organizational success (Kartini et al., 2024).

Employee retention is a management approach for keeping quality personnel committed and contributing to the organization (Khoitermnisa et al., 2024). In today's increasingly competitive corporate environment, employee retention tactics are critical for keeping great people on board and ensuring company stability. Career development possibilities play a significant role in the retention strategy. In addition, organizational support can boost employee loyalty, engagement, and retention (Muktamar et al., 2024).

Organizational support refers to employees' perceptions of how much the organization values their contributions and is concerned about their well-being. When employees feel recognized and supported, they are more devoted to attaining the company's goals. Perceived organizational support is also a social transformation process in which employees expect to be valued for their contributions to the achievement of corporate goals (Chaidir et al., 2023). Career development is a strategic effort to improve and develop employee potential within the company, which involves increasing employees' abilities, opportunities, and potential to advance within the company. Good development opportunities foster a sense of pleasure, appreciation, and recognition for the contributions that have been made. Employees who feel they have the opportunity to develop are more motivated to provide optimal performance and are committed to staying longer in the company (Hakim et al., 2018).

PT Sumber Alfaria Trijaya Tbk, also known as Alfamart, was created by Djoko Susanto in 1989 with a concentration on trading and distribution before expanding into a minimarket in 1999. Alfamart is one of Indonesia's leading retail firms, selling a full range of retail items and services. Its growth is tremendous, with outlets expanding to serve consumers throughout Indonesia. Alfamart's presence helps to absorb jobs in many locations, making it one of the largest retail employers. This enormous number of employees also creates issues for human resource management, particularly in keeping potential personnel. Based on data obtained from Diskoperindag, in 2023 Alfamart will have 201 outlets in the Sukabumi Regency.

This research was conducted on employees of Alfamart Sukabumi Area Cisaat and Sukaraja, which amounted to 21 stores with a total of 141 employees. Based on the results of observations made, there are dynamics of employee retention in recent years, where every year there are employees who resign, thus reducing the level of employee retention. This condition occurs due to several factors, such as workload balance and limited career opportunities within the company. Employees are given demands for responsibility to replace missing items with a fine of salary deductions if they exceed the tolerance when stock-taking is carried out. This is a complaint for many employees because they are burdened. Then the conditions of career competition are very tight, with a very large number of employees making career opportunities limited. This causes employees to feel stagnant, because they do not have the opportunity to grow within the company.

This research examines career development on employee retention by adding the influence of organizational support as a mediating variable. This research aims to analyze the effect of career development on employee retention through organizational support as a mediating variable. Some of the problem formulations in this study based on the background description presented are as follows: (1) How does career development affect employee retention?; (2) How does career development affect organizational support?; (3) How does organizational support affect employee retention?; and

(4) does organizational support mediate the relationship between career development and employee retention?

Literature Review

Human resource management, according to Dessler (2020), is a process of procuring, training, appraising, and rewarding people while also paying attention to labor relations, health and safety, and concern for employee fairness. Human resource management is the science or process of managing each individual's human interactions and roles in order to maximize their potential for achieving corporate goals in an effective and efficient manner.

Employee retention, according to Widiani & Mas'ud (2023), is a process in which employees are encouraged and motivated to stay with a company for an extended length of time. Employee retention refers to a series of management initiatives aimed at creating a work environment that encourages employees to stay engaged and work for the company in the long term. This process involves strategies and techniques designed to retain the employees the company needs, as well as providing motivation so that employees feel motivated and have no desire to move to other companies.

There are five dimensions of employee retention according to Ishak & Pratama (2021), including: organizational components (fair work policies, level of job security, supportive work environment); rewards² (fairness in giving awards, quality of awards given, frequency of awards); career opportunities³ (fairness in career promotion, availability of career development programs, clear information on career opportunities); job design⁴ (suitability of workload, challenges in work, clarity of work roles); and relationships at work (relationships with employees, relationships with superiors, recognition of performance).

Organizational support, according to Orpina (2022), refers to an employee's opinion of the extent to which the organization gives support in any form to employees, as well as the extent to which the organization is prepared to provide aid when employees require it. Organizational support is an employee's sense of how much the organization values their contributions, cares about their well-being, and offers the assistance they require. When employees feel valued and supported, they tend to show higher commitment and improve performance in their work.

There are four dimensions of organizational support according to Apriliani & Wati (2023), including: fairness (fairness in the attitude of superiors, fairness in providing rewards, fairness in work); superior support (recognition from superiors, attention to welfare, clarity of work instructions); appreciation³ (development opportunities, promotion opportunities, increased incentives); and working conditions⁴ (work comfort, workload balance, good relationships with colleagues).

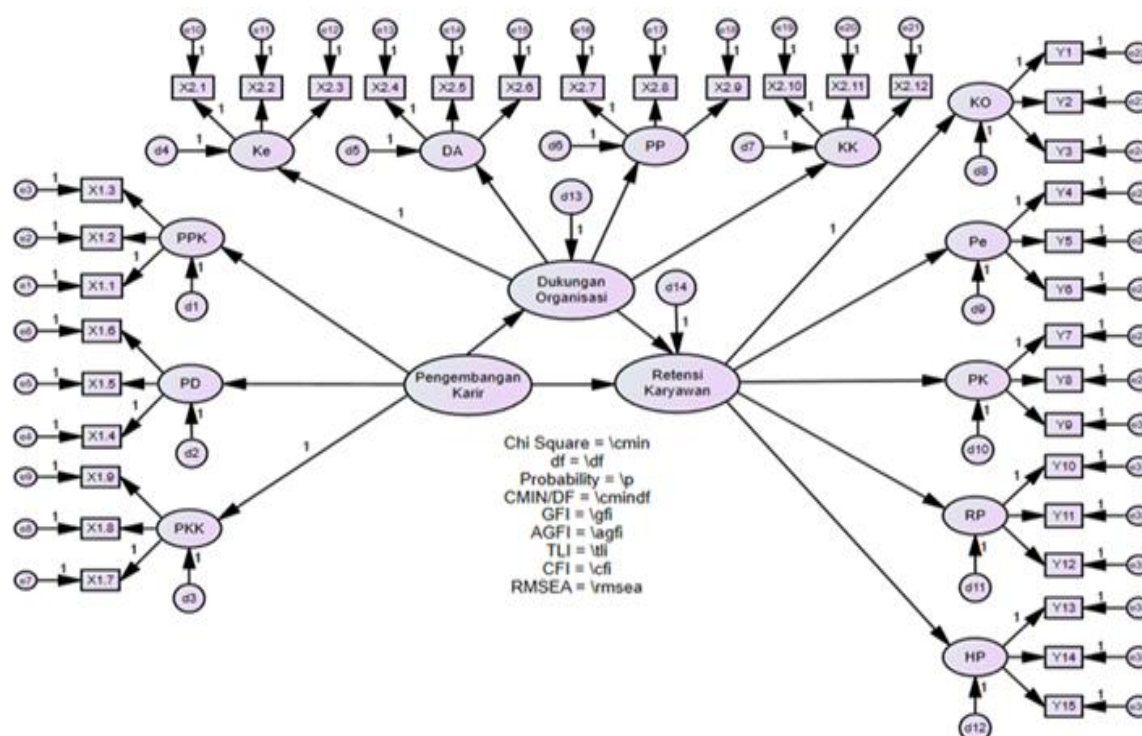
Career development, according to Azhar et al (2021), is the process of improving an employee's work talents in order to advance in their career. Career development is a continuous process that involves personal efforts and organizational support to develop and improve employee work abilities in achieving desired career goals. There are three dimensions of career development according to Apriliani & Wati (2023), including: career clarity (clarity of advancement, opportunity to become head / deputy head, fair opportunity to maintain positions); self-development² (chance to attend training, opportunity to continue education, opportunity to attend seminars, talks, or workshops); and enhancing performance quality³ (efforts to improve self-discipline, commitment to work, and motivation).

METHOD

Quantitative research is used as an approach in research with the analysis method used being descriptive analysis. Descriptive analysis involves statistical data that is processed and analyzed, then described to provide an overview of the resulting data. The research objects are career development (X1), organizational support (X2), and employee retention (Y). The research Sampling used in the study was nonprobability sampling with a saturated sampling technique. The research population is Alfamart employees in the Sukabumi Area, Cisaat and Sukaraja, as many as 141 employees spread into 21 outlets.

The data analysis technique employed in the research is *structural equation modeling* (SEM) with *analysis of moment structures* (AMOS). *Structural Equation Modeling* combines two statistical methods, factor analysis and route analysis, into a single comprehensive statistical method for testing

and analyzing the relationship between variables that can and cannot be evaluated (Ghozali, 2016:3). Figure 1 depicts the research model, as shown below.



Source: Processed data

Figure 1
Research Model Picture

The SEM-AMOS measurement model in this study is measured by the factor loading value (considered valid if factor loading > 0.5 and ideally > 0.7), variance error, composite reliability (CR) (reliable if > 0.7), and average variance extracted (AVE) (valid if > 0.5) for each calculated construct. The high results of each construct tested provide confidence that the indicator has a good level of consistency with its measurement. The goodness-of-fit test is used to determine the feasibility of the structural equation model (SEM-AMOS), as well as the overall feasibility and correctness of a model. The goodness-of-fit assessment includes multiple criteria, each with its own cutoff value. Table 1 shows the following goodness of fit index criteria.

Table 1
Criteria Goodness of Fit Index

Goodness of Fit Index	Cut of Value
X^2 atau <i>Chi-Square</i>	Expectedly Small
<i>Significance Probability</i>	$> 0,05$
CMIN/DF	$< 2,00$
RMSEA	$\leq 0,08$
GFI	$> 0,90$
AGFI	$> 0,90$
TLI	$\geq 0,95$
CFI	$> 0,95$

Source: Ghozali (2016)

The hypothesis is tested at the 0.05 level of significance using the critical ratio (CR) and probability value (p-value). SEM analysis produces coefficient estimates, standard errors, critical ratio values (C.R.), and probability values (p-values) for each coefficient. The Sobel test measures the strength of the indirect influence between X1 and Y via X2 as a mediating variable. The effect of

mediation can be assessed by comparing the t-count value to the t-table value. If the t-count value is greater than the t-table value, there is a mediating relationship between the variables under analysis.

RESULTS

The data was collected by distributing a questionnaire created in the form of a Google Form, which was then sent to respondents via the social media platform WhatsApp. The questionnaire was distributed to more than 100 respondents for about a month.

Table 2
Description of Respondent Categories

Gender	Number	Percentage
Male	84	59,6%
Female	57	40,4%
Total	141	100,0
Age	Number	Percentage
18 - 22 Years	97	68,8%
23 - 26 Years	36	25,5%
27 - 30 Years	8	5,7%
Total	141	100,0
Length of Employment	Number	Percentage
< 1 Years	30	21,3%
1 – 2 Years	53	37,6%
3 - 4 Years	41	29,1%
5 – 6 Years	7	5%
7 – 8 Years	10	7,1%
Total	141	100,0

Source: Processed data

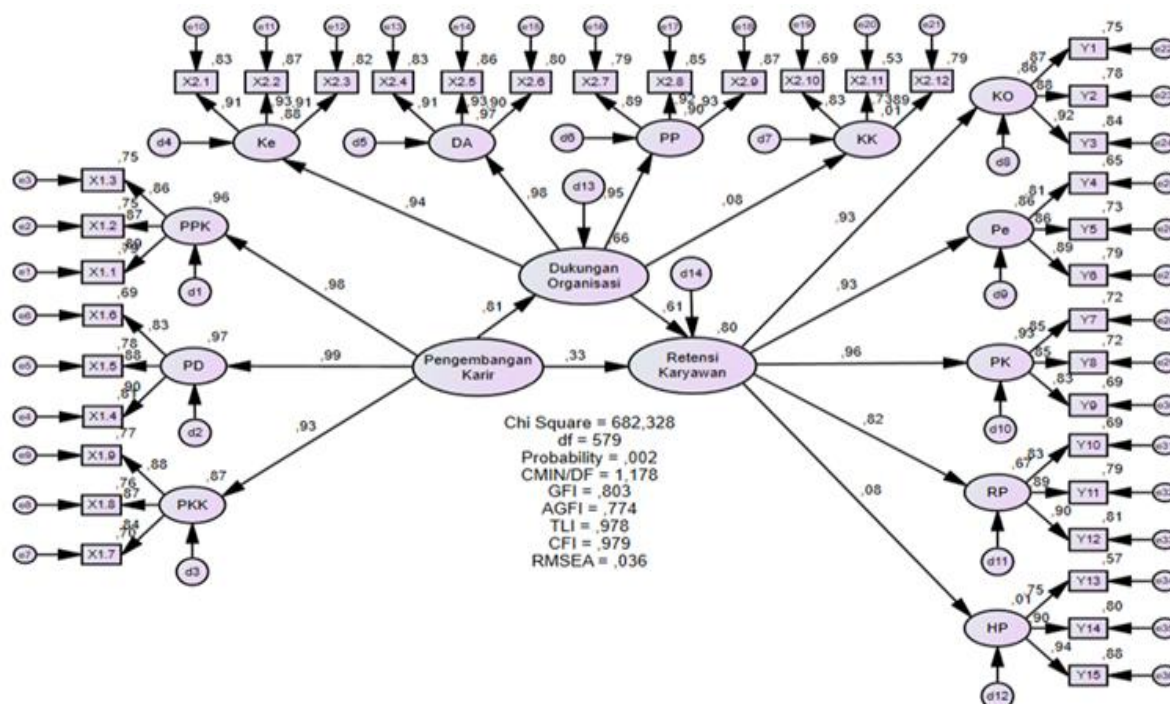
Based on the data collected, researchers know the gender, age, and length of work of the 141 respondents. Men lead the gender group with 59.6%, while women account for 40.4%. The age range of 18-22 years dominates the age category, accounting for 68.8%. The 1-2 year range dominates the length of work category, accounting for 37.6% of the total. The SEM-AMOS measurement model is used to assess the validity and reliability of a construct by examining its loading factor value, composite reliability (CR), and average variance extracted (AVE). The outcomes of testing the *structural equation model* include the loading factor value, variance error, composite reliability (CR), and *average variance extracted* (AVE) for each variable in the model. This test determines whether the constructions employed are consistent. Table 3 shows the measurement data for the structural equation model.

Table
Measurement Model

Variable	CR	AVE
Career Development (X1)	0,919	0,558
Organizational Support (X2)	0,943	0,584
Employee Retention (Y)	0,952	0,573

Source: Processed data

Table 3 presents the results of measuring construct validity and reliability for career development variables (X1), organizational support (X2), and employee retention (Y). The resulting composite reliability (CR) value is > 0.7 , which ranges from 0.919 to 0.952. These results indicate that the instrument supports construct reliability. The resulting average variance extracted (AVE) value is > 0.5 , which ranges from 0.558 to 0.584. These results indicate that the research instrument supports construct validity with a relatively strong result category. The results of testing the full structural equation model can be seen in Figure 2.



Source: Processed data

Figure 2
Full Model Research

The overall model describes the relationship between observed variables and those that cannot be measured directly. If the test results show a value that fits the criteria, the structural equation model is considered "fit" or viable for future hypothesis testing. The results of the goodness-of-fit feasibility test, as shown in Figure 2, are reported in Table 4.

Table 4
Test Results Goodness of Fit

	<i>Cut of Value</i>	<i>Result</i>	<i>Conclusion</i>
Chi-Square	Expectedly Small	682,328	<i>Fit</i>
Probabilitas	> 0,05	0,002	<i>Marginal Fit</i>
CMIN/DF	< 2,00	1,178	<i>Fit</i>
RMSEA	≤ 0,08	0,036	<i>Fit</i>
GFI	> 0,90	0,803	<i>Marginal Fit</i>
AGFI	> 0,90	0,774	<i>Marginal Fit</i>
TLI	≥ 0,95	0,978	<i>Fit</i>
CFI	> 0,95	0,979	<i>Fit</i>

Source: Processed data

Based on Table 4, the results of the model feasibility test show that several constructs have a good level of fit. The estimation of *confirmatory factor analysis* (CFA) shows the Chi-Square result of 682.328 with a probability of $0.002 \leq 0.05$. The CMIN/DF is $1.178 \leq 2.00$. The GFI is $0.803 \leq 0.90$. The AGFI is $0.774 \leq 0.90$. The TLI is $0.978 > 0.95$. The CFI is $0.979 > 0.95$. Then the RMSEA is $0.036 < 0.080$. Thus it can be concluded that the research model has met the criteria seen from several results that meet the criteria or cut-off value so that it can be used further in structural model analysis to test the hypothesis.

In this research, the researchers' next step is to test the hypotheses. The critical ratio value (C.R.) and probability value (*p*-value) in the regression weights table in the AMOS program output are indicators of hypothesis testing findings.

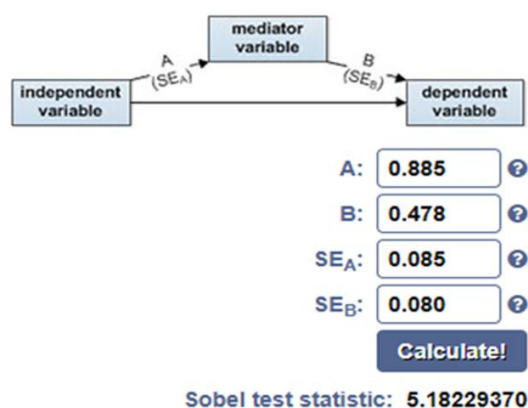
Table 5
Hypothesis test and influence test

Hypothesis test and influence test						
Hypothesis	Standard Estimate	Estimate	S.E	C.R	P	Conclusion
X1 → Y	0,328	0,282	0,081	3,471	***	Supported
X1 → X2Med	0,812	0,885	0,085	10,382	***	Supported
X2Med → Y	0,606	0,478	0,080	5,964	***	Supported
X1 → X2Med → Y		Test Mediation	Z VALUE = 5,182 > 1,655			Partl Mediation
Influence Test						
	Direct		Indirect		Total	
X1 → Y		0,328		0,000		0,328
X1 → X2Med		0,812		0,000		0,812
X2Med → Y		0,606		0,000		0,606
X1 → X2Med → Y		0,000		0,492		0,492

Source: Processed data

Based on Table 5, the results of hypothesis and influence testing of the structural equation modelling are as follows:

- 1) Hypothesis 1 show the critical ratio value (C.R.) on career development variables on employee retention, which is $3.471 > 1.655$ (t-table with a significance level of 5% is 1.655) with the probability that appears, namely three stars (***) means it has a value of 0.000, which means it is smaller than 0.05. So it can be seen if the career development variable has a significant influence on employee retention. Based on these results, it can be concluded that Hypothesis 1 is accepted, namely, "There is a positive and significant effect of career development on employee retention." This is in accordance with research conducted by Disa & Djastuti, (2019), Nurmalitasari & Andriyani, (2021), Normansyah et al., (2023), Ferdiana et al., (2023), and Hidayat & Setyaningrum, (2024).
- 2) Hypothesis 2 show the critical ratio value (C.R.) on the career development variable on organizational support, namely $10.382 > 1.655$ (t-table with a significance level of 5% is 1.655) with the probability that appears, namely three stars (***) which means it has a value of 0.000, which is smaller than 0.05. So it can be seen if the career development variable has a significant influence on organizational support. Based on these results, it can be concluded that Hypothesis 2 is accepted, namely that there is a significant effect of career development on organizational support. This is in accordance with research conducted by Hassan et al., (2022).
- 3) Hypothesis 3 show the critical ratio value (C.R.) on the organizational support variable on employee retention, namely $5.964 > 1.655$ (t-table with a significance level of 5% is 1.655), with the probability that appears being three stars (***) which means it has a value of 0.000, which means it is smaller than 0.05. Based on these results, it is concluded that hypothesis 3 is accepted, namely, "There is a positive and significant effect of organizational support on employee retention." So it can be seen if the organizational support variable has a positive and significant effect on employee retention. Based on these results, it can be concluded that hypothesis 3 is accepted, namely, "There is a positive and significant effect of organizational support on employee retention." This is in accordance with research conducted by Bibi et al., (2018), Komang et al., (2019), Widhari & Ardana, (2021), Panca et al., (2023), and Putri & Praningrum, (2023).
- 4) Hypothesis 4 of the mediation relationship are carried out by calculating using the help of the sobel test calculator described in Figure 3 below.



Source: Processed data

Figure 3
Calculation Results of Sobel Test Calculator

Based on Figure 4.6, the results of calculations using the help of the Sobel test calculator can be seen that the results show a value of $5.182 > 1.655$ (t-table with a significance level of 5% is 1.655). As a result, hypothesis 4 is accepted, which states that organizational support mediates the relationship between career development and employee retention.

The results of hypothesis testing can be concluded that all hypotheses formulated in the study were accepted, indicating strong support for the proposed relationships among the variables studied. The positive and significant hypothesis results of career development (X1), organizational support (X2), and employee retention (Y) are all supported by the results contained in Table 4.4. These results provide evidence that the importance of career development and organizational support in employee retention is to retain quality employees to achieve the desired career position.

Hypothesis 1: Career development on employee retention shows a value of $3.471 > 1.655$ (t-table with a significance level of 5% is 1.655). Based on the test results, it shows that there is a significant influence between career development on employee retention. These results are in line with research conducted by Ferdiana et al (2023), which states that career development has a significant effect on employee retention. Based on these results, it can be interpreted that the company's strategy in retaining employees with career development programs must be felt by all employees, so that when the company provides a good career development program for employee career growth and success, it will increase employees' desire to stay in the company. Good career development can be built by providing clear career system information and equal opportunities for employees in training and development, promotions, and awards so that it will increase employees' desire to stay in the company. Employees will feel more motivated and have a long-term commitment to the organization when given the opportunity to develop skills and achieve the desired career position.

Hypothesis 2: Career development on organizational support shows a value of $10.382 > 1.655$ (t-table with a significance level of 5% is 1.655). Based on the test results, it shows that there is a significant positive influence between career development and organizational support. These results are in line with research conducted by Hassan et al., (2022), which states that career development listens to organizational support. Based on these results, it can be interpreted that career development has a positive impact on organizational support, which can strengthen employee perceptions that the company cares about providing opportunities for self-development, so that when employees feel support in the form of career development opportunities, it will increase employees' desire to stay in the company. When employees feel that the organization supports employee self-development, it will strengthen the positive relationship between employees and the organization.

Hypothesis 3: Organizational support on employee retention shows a value of 5.964, which is greater than 1.655 (t-table with a significance level of 5% is 1.655). Based on the test results, it shows that there is a positive and significant influence between organizational support and employee retention. These results are in line with research conducted by Panca et al., (2023) and Putri & Praningrum, (2023), which state that organizational support has a significant effect on employee

retention. Based on these results, it can be interpreted that the company's strategy in retaining employees with support from the organization can strengthen employee perceptions that the company cares about career success and employee welfare, so that when employees feel good organizational support in the company, it will increase employees' desire to stay in the company.

Hypothesis 4: This mediation can be seen by paying attention to the estimates and S.E. values in the AMOS output, which are then calculated with the help of the Sobel test calculator. Based on Table 4.5, it can be seen that the results of the calculation of the Sobel test calculator show a value of $5.182 > 1.655$ (t-table with a significance level of 5% is 1.655); t-count is greater than t-table. So this shows that in this study, organizational support mediates the relationship between career development and employee retention. Then, based on the results obtained from testing the career development hypothesis on organizational support, which can be seen in the regression weight table in AMOS software version 22, it shows a value of $3.471 > 1.655$ (t-table with a significance level of 5% is 1.655).

The results of the hypothesis above, it can be seen that the indirect or mediating effect of organizational support in the relationship of career development on employee retention is 5.182, which is greater than the direct effect of career development on employee retention, namely 3.471. So it can be concluded that the relationship between career development and employee retention will be more effective if mediated by organizational support. Organizational support is strong enough to mediate the relationship between career development and employee retention. To maximize employee retention tactics, the company must first provide adequate organizational support so that employees believe the company is providing the most support possible. Following that, the company's career development program will be more effective at retaining employees.

CONCLUSIONS

The study discovered that career development has a positive and significant impact on employee retention. This result demonstrates that the better the company's career development program, which includes strengthening talents, increasing possibilities for advancement, and expanding employee potential. Employees will believe that the organization gives open professional growth prospects, which improves their willingness to stay long-term with the company, resulting in a greater employee retention rate.

Career development has a positive and significant effect on organizational support. This finding shows a close relationship between company efforts in providing career development opportunities and employee perceptions. So companies that provide effective career development programs to employees, such as training and providing clear career paths, can improve employee perceptions of the organization.

Organizational support has a positive and significant effect on employee retention. This research demonstrates that the higher the amount of organizational support perceived by employees, such as attention to welfare, rewarding performance, possibilities for development, and work comfort, the greater the employee's desire to stay with the company in the long term.

Organizational support mediates the relationship between career development and employee retention. This finding shows that to optimize employee retention strategies in retaining employees, companies must first improve employee perceptions of organizational support well. After that, the career development program provided by the company will be more effective in retaining employees in the long term.

These findings highlight the importance of career development and organizational support in sustainable employee retention strategies. Companies should optimize the role of organizational support and career development in applying employee retention strategies to retain employees.

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