



Analysis of Factors Causing Employee Turnover and How to Retain Talented Employees

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ABSTRACT

Purpose: this research is to identify and analyze the influence of ethical climate, social interaction, leadership behavior, and work environment on talent employee retention at Miota International Technology Company. **Methodology:** This study uses quantitative methods with non-probability saturated sampling. The sample consists of 136 employee respondents, and data were collected using a questionnaire. Data analysis includes validity tests, reliability tests, classical assumption tests, and hypothesis testing. **Results and Findings:** Ethical climate, Social interaction, Leadership behavior, Work environment significantly affects talent employee retention. Ethical climate and social interaction, social interaction and leadership behavior, and leadership behavior and work environment simultaneously affect talent employee retention. **Novelty and Originality:** This research contributes new insights by demonstrating the simultaneous relationships between ethical climate, social interaction, leadership behavior, and work environment on talent employee retention in a technology company context, an area not extensively explored in previous literature. **Conclusions:** That ethical climate, social interaction, leadership behavior, and work environment all significantly influence talent employee retention. Furthermore, the combination of these factors simultaneously impacts talent employee retention, highlighting the importance of a holistic approach in human resource management to retain talent in the company. **Type of Paper:** Research Paper

INTRODUCTION

The increased efficiency and productivity of the telecommunications industry in Indonesia are driven by the consolidation process of mergers and acquisitions in the telecommunications industry (suara.com). In response to the second wave of digitalization in Indonesia, the country will need 9 million skilled human resources in digital technology for the future (Liputan6.com). The rapid development of globalization with the emergence of the Industrial Revolution 4.0 has brought about very fast changes. Human resources are required to enhance creativity and innovation to adapt and survive in this industrial revolution, especially in the field of Information Technology, as professions in this field are highly demanded by the industry. Several startup companies in Indonesia are starting to face difficulties in recruiting skilled human resources due to the rapidly developing technology industry (Nadhifah, 2019). This problem is not only in Indonesia, but also a global issue according to a survey conducted by recruitment consultant Robert Walters involving four hundred technology professionals and hiring managers across Southeast Asia. Additionally, LinkedIn research indicates that the turnover rate in the technology industry is relatively high, at 13.2%. This industry includes game companies, internet, computer software, Information and Technology services, and online learning. At least ten skills are needed by a team leader, one of which is attracting and retaining employees, according to Scott Keller and Mary Meaney from McKinsey. Data from the Human Resources Manager of M Internasional Teknologi Corporation shows employee turnover in 2020-2021 was 6 employees in the software

department, 6 in the R&D division, and 3 in the sales department. The researcher conducted a pre-survey with several employees. The results of the pre-survey indicated that there are five factors causing employee turnover, namely Ethical Climate, Social Interaction, Leadership Behavior, Work Environment, and Talent Employee Retention.

Based on the problem formulation, the researcher will focus on discussing ethical climate, social interaction, leadership behavior, and work environment concerning talent employee retention. The objectives of the research are to understand and analyze the influence of ethical climate on talent employee retention, the influence of social interaction on talent employee retention, the influence of leadership behavior on talent employee retention, the influence of work environment on talent employee retention, the combined influence of ethical climate and social interaction on talent employee retention, the combined influence of social interaction and leadership behavior on talent employee retention, and the combined influence of leadership behavior and work environment on talent employee retention.

According to Ng & Feldman (2021), employee turnover and firm performance have a complex relationship, often influenced by various factors including organizational climate and management practices. Park & Shaw (2022) also highlight that turnover rates significantly impact organizational performance, further emphasizing the need for effective retention strategies. Ethical leadership plays a crucial role in reducing turnover intention by fostering job satisfaction and work engagement, as noted by Lee et al. (2021). The work environment's influence on turnover intention, especially among knowledge workers in the technology industry, is significant (Cumming & Latonio, 2019). Additionally, the ethical climate and leadership behavior have a profound impact on employee turnover, particularly in the IT industry (Ahmad et al., 2020).

Human resource management is a branch of general management. According to Wether and Davis, as cited in Ajabar (2020), human resources are employees who are ready, able, and alert in achieving organizational goals. High employee retention is essential for improving employee performance. If employee retention is low, it means that employee turnover is high, which negatively impacts employee performance and company effectiveness. Therefore, companies must pay attention to everything related to employee rights (Pradipta & Suwandana, 2019, p. 2417).

Ethical Climate

The ethical climate within a company can be considered part of the organizational culture (Naiyananont & Smuthranond, 2017, pp. 345–346) and is a key factor in creating a good relationship between employees and the organizational culture, which helps predict work effectiveness in the company. Ethical Climate is a state where employees perceive what is right and wrong in the company without explicit instructions or a set of written rules. According to George W. Reynolds in his book "Ethics in Information Technology," research conducted by the Ethics Resource Center (ERC) found that 85% of employees in companies with well-implemented ethics and compliance programs are likely to perceive a strong ethical culture within the company. In contrast, fewer than 25% of employees in companies with few or no such programs recognize a culture that promotes integrity in the workplace (Reynolds, 2019). Well-implemented ethics and compliance programs result in less pressure on employees to behave unethically and a decrease in violations. When employees feel more comfortable at work, this also becomes one way for the company to retain its employees. Based on this, the researcher hypothesizes:

H1: Ethical Climate influences Talent Employee Retention.

According to Ahmad, Donia, and Khan (2020), the ethical climate and leadership behavior have a profound impact on employee turnover, particularly in the IT industry.

Social Interaction

In a company, high employee retention is crucial. This is related to the production results that will be generated if there is a reciprocal relationship. One of the influences is interaction among employees.

Social interaction is the relationship between individuals and individuals, individuals and groups, and groups with groups, which depend on each other and can change or improve individual behavior (Azizah & Putrianti, 2018, p. 22). According to Abdulmalik M Alhussami's research, "The Contribution of Workplace Social Interactions to Employees Retention in Travel and Tourism Industry: A Theoretical Construct," every time an employee has centrality with a positive social interaction network, valued and respected by other employees to provide advice and friendships, it should impact the employee's attachment attitudes and intentions (Alhussami, 2017). According to a famous survey in the United States (Gallup Survey), 51% of employees who reported having a best friend at work also reported working enthusiastically and being closely attached to the company. Additionally, 71% of those who reported having a best friend at work also reported intending to stay with the company, compared to 51% of those who did not have a best friend at work (Rath, 2006, as cited in Alhussami, 2017). Based on this, the researcher hypothesizes:

H2: Social Interaction influences Talent Employee Retention. *Leadership Behavior*

In a world where access to information has increased exponentially, a leader's ability to lead highly skilled employees is crucial. Transformational leadership can influence an individual's intention to leave the job differently. Studies conducted in various sectors have shown the relationship between perceived organizational support and innovative business behavior (Kaymakçı et al., 2022, p. 2). According to Dansereau, Cashman, and Graen (1973), as cited in Covella et al. (2017), in their work "Leadership's Role in Employee Retention," the leader-member exchange (LMX) affects employee turnover intentions. Highly functional leader-member exchanges can predict employee turnover intentions, especially when leaders show concern for others' welfare and define the work that employees must perform.

The concept of transformational leadership, as proposed by Bass (1985) and cited in Yamin (2020), shows a strong relationship between transformational leadership and employee retention. Transformational leadership style has been found to influence the behavior, attitudes, and work achievements of 316 employees (Para-González et al., 2018, as cited in Yamin, 2020). Based on this, the researcher hypothesizes:

H3: Leadership Behavior influences Talent Employee Retention.

Ng and Feldman (2021) explain that employee turnover and firm performance have a complex relationship, often influenced by organizational climate and management practices. Park and Shaw (2022) highlight that turnover rates significantly impact organizational performance, further emphasizing the need for effective retention strategies. Ethical leadership plays a crucial role in reducing turnover intention by fostering job satisfaction and work engagement (Lee et al., 2021). The work environment's influence on turnover intention, especially among knowledge workers in the technology industry, is significant (Cumming & Latonio, 2019).

Work Environment

There are several factors that can influence employees in deciding to leave their workplace, one of which is the work environment factor (Greenhalgh & Rosenblatt, 1984). According to Halimah et al. (2016, p. 5), the work environment is divided into physical and social environments. The physical work environment relates to lighting conditions, weather, air temperature, company layout, building structure, and work location. In contrast, the social work environment involves aspects related to social interactions around the work environment and the quality of life in the company. According to research conducted by Nurisman (2018) titled "Pengaruh Lingkungan Kerja, Budaya Organisasi, Pengembangan Karyawan dan Kepuasan Kerja terhadap Retensi Karyawan Generasi Y di PT. Pamapersada Nusantara," the work environment has a positive and significant effect on employee retention at PT. Pamapersada Nusantara. Researchers Riani Prihatini Ishak and Yuda Pratama (Ishak & Pratama, 2021) in their study "Pengaruh Lingkungan dan Kepuasan Kerja Terhadap Retensi Karyawan di First Love Patisserie Jakarta" used independent variables of work environment and job satisfaction, while the dependent variable was

employee retention. The study's population was 36 people, with a non-probability sampling technique using a saturated or census sampling method where the entire population was used as the sample. Data collection included interviews, observations, literature studies, and questionnaires. The results showed that the work environment variable influenced retention, with a t-count value of 2.837 and a significance value of 0.008, which is less than 0.05 ($0.008 < 0.05$), and a positive regression coefficient of 0.350, indicating a positive relationship direction. Researchers Sandra Prama Arti and Retno Purwani Setyaningrum (Arti & Setyaningrum, 2019) in their study titled "Pengaruh Lingkungan Kerja, Kompensasi dan Kepuasan Kerja Terhadap Retensi Karyawan" used independent variables of work environment, compensation, and job satisfaction, and the dependent variable of employee retention. The study found a positive and significant influence of the work environment variable on employee retention at PT DMC Teknologi Indonesia, with an effective contribution of the work environment to employee retention of 9.4% and a relative contribution of 27%. Based on this, the researcher hypothesizes:

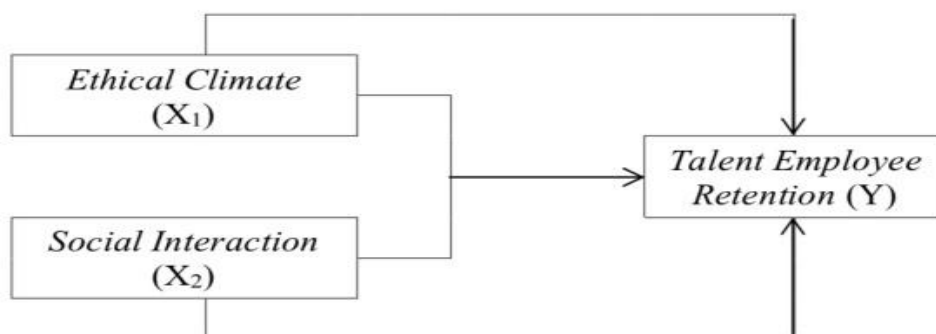
H4: Work Environment influences Talent Employee Retention.

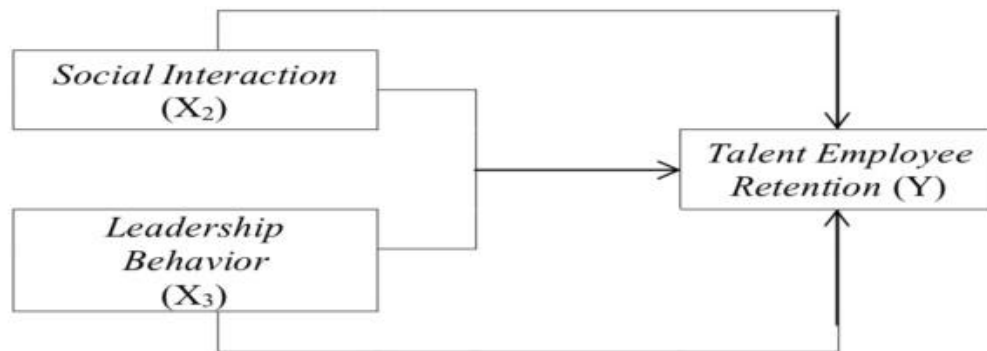
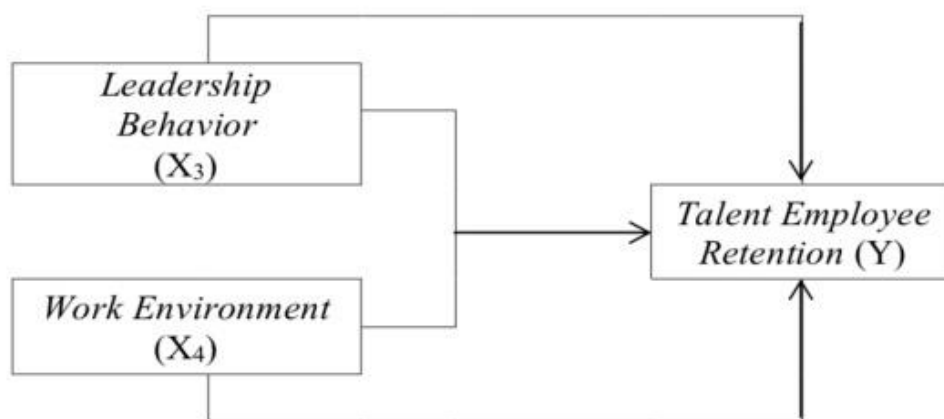
Recent studies have also emphasized the importance of a conducive work environment in enhancing employee retention. According to Kim et al. (2020), a supportive physical and social work environment significantly reduces turnover intentions among employees. Additionally, a study by Lee et al. (2021) found that an inclusive and engaging work environment fosters employee loyalty and reduces the likelihood of employees leaving the organization. These findings align with the earlier research, highlighting the critical role of the work environment in employee retention.

RESEARCH METHOD

By utilizing existing theories, an analysis is conducted to determine the influence of ethical climate and social interaction on talent employee retention, the influence of social interaction and leadership behavior on talent employee retention, and the influence of leadership behavior and work environment on talent employee retention. Three models are tested to identify the most influential independent variables on the dependent variable by pairing two independent variables with the dependent variable. This model contains an understanding of the conceptual relationship between certain variables that will impact other variables based on a theory. The researcher develops several conceptual research models as follows:

Picture 1. Conceptual Model 1:



Picture 2. Conceptual Model 2 :**Picture 3. Conceptual Model 3 :**

Population used in this study consists of employees at M International Corporation, a company that provides technology solutions, particularly using an "End to End Solution," which is an IoT-based solution for smart monitoring and decision-making. Emphasized the importance of using IoT-based solutions in enhancing organizational efficiency and decision-making processes. According to Smith et al. (2020), implementing IoT technologies can significantly improve operational workflows and data accuracy in decision-making. Furthermore, Johnson and Brown (2021) highlighted that companies with strong IoT integration tend to have higher employee engagement and satisfaction due to the seamless and smart nature of operations. The vision of the company, which is the object of this research, is to create a world-class IoT-based ecosystem by providing valuable intelligent solutions. The company's mission is to accelerate the transformation of society towards intelligent living. The researcher selected a population of 200 employees as respondents. The required sample size for this study is 133 samples, calculated using the following sampling formula:

Formula :

$$\begin{aligned}
 n &= N / (1 + (N \times e^2)) \\
 &= 200 / (1 + (200 \times 0,05^2)) \\
 &= 200 / (1 + (200 \times 0,0025)) \\
 &= 200 / (1 + (0,5)) \\
 &= 200 / 1,5 \\
 &= 133,4 / 133
 \end{aligned}$$

Data analysis methods used include validity testing, reliability testing, normality testing, multicollinearity testing, heteroscedasticity testing, autocorrelation testing, coefficient of determination testing, F-test, multiple linear regression test, and t-test.

RESULTS AND DISCUSSION

Results of the validity test show that all statement items related to the variables of Ethical Climate, Social Interaction, Leadership Behavior, Work Environment, and Talent Employee Retention are valid, as the Pearson Correlation values between statement items are greater than 0.361. Thus, the questionnaire is considered suitable and valid for further testing. The reliability test results indicate that all statements in the study variables—Ethical Climate, Social Interaction, Leadership Behavior, Work Environment, and Talent Employee Retention—are reliable, as they have a Cronbach's Alpha value greater than 0.70 and can be tested further. The normality test results show an Asymp.Sig. (2-tailed) value of 0.200, which is above the standard alpha value of 0.05, indicating that the data distribution is normal. The multicollinearity test results show that the Tolerance values for the variables Ethical Climate, Social Interaction, Leadership Behavior, and Work Environment are greater than 0.10 and the VIF (Variance Inflation Factor) values are less than 10.00. Therefore, there is no correlation among the independent variables, and no signs of multicollinearity are present in the regression model. The heteroscedasticity test results show no signs of heteroscedasticity, as the data points are dispersed both above and below or around zero, not clustering only above or below, not forming a widening then narrowing wave pattern, and the data point distribution is not patterned. The autocorrelation test results show a Durbin-Watson value of 2.144. Referring to the decision rule, $dU = 1.780 < d = 2.1186 < 4-dU (4-1.780) = 2.220$, the analysis concludes that there is no autocorrelation.

The coefficient of determination (R^2) test results are as follows: For Model 1, the R Square value is 0.784, indicating that the contribution of the variables Ethical Climate and Social Interaction is 78.4%, while the remaining 21.6% (100-78.4%) is determined by other factors outside the model that were not detected in this study. For Model 2, the R Square value is 0.856, indicating that the contribution of the variables Social Interaction and Leadership Behavior is 85.6%, while the remaining 14.4% (100-85.6%) is determined by other factors outside the model that were not detected in this study. For Model 3, the R Square value is 0.833, indicating that the contribution of the variables Leadership Behavior and Work Environment is 83.3%, while the remaining 16.7% (100-83.3%) is determined by other factors outside the model that were not detected in this study.

1. F-Test (ANOVA) Results

The F-test (ANOVA) results for Model 1 show a significant value of 0.000 (sig 0.000 < 0.05). This indicates that the obtained regression equation is reliable or the model used is fixed. Thus, there is a simultaneous effect between the variables Ethical Climate and Social Interaction on the variable Talent Employee Retention. Similarly, for Model 2, there is a simultaneous effect between the variables Social Interaction and Leadership Behavior on the variable Talent Employee Retention. Model 3 also shows a simultaneous effect between the variables Leadership Behavior and Ethical Climate on the variable Talent Employee Retention.

Table 1. Results of the F-Test (ANOVA) for Model 2

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	3992.403	2	1996.202	396.260	000
Residual	670.001	133	5.038		
Total	4662.404	135			

Source: Data processed, Year 2022

Data processing results in Table 1. show a significant value of 0.000 (sig 0.000 < 0.05). This indicates that the obtained regression equation is reliable or the model used is fixed. Thus, there is a simultaneous effect between variables X2 and X3 on variable Y.

Table 2. Results of the F-Test (ANOVA) for Model 3

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3882.176	2	1941.088	330.884	.000
	Residual	780.228	133	5.866		
	Total	4662.404	135			

Source: Data processed, Year 2022

Data processing results in Table 2 show a significant value of 0.000 ($\text{sig } 0.000 < 0.05$). This indicates that the obtained regression equation is reliable or the model used is fixed. Thus, there is a simultaneous effect between variables X3 and X4 on variable Y.

1. Results of the t-Test

The F-test (ANOVA) results are as follows:

Table 3. Results of the t-Test for Model 1

Model	t-Value	Sig.	t- Table Value	Description
Ethical Climate	14.847	0.000	1.9780	Signifikan
Social Interaction	2.678	0.008	1.9780	Signifikan

Source: Data processed, Year 2022

The results of the significance test from Table 3 are as follows:

- There is a significant positive effect between the variable Ethical Climate (X1) and Talent Employee Retention (Y), because the t-value obtained $>$ t-table value ($14.847 > 1.9780$) and the significance value is $0.000 < 0.05$. Thus, there is an effect between variable X1 and Y, meaning H0 cannot be accepted.
- There is a significant positive effect between the variable Social Interaction (X2) and Talent Employee Retention (Y), because the t-value obtained $>$ t-table value ($2.678 > 1.9780$) and the significance value is $0.008 < 0.05$. Thus, there is an effect between variable X2 and Y, meaning H0 cannot be accepted.

Table 4. Results of the t-Test for Model 2

Model	t-Value	Sig.	t- Table Value	Description
Social Interaction	11.721	0.000	1.9780	Signifikan
Leadership Behavior	19.958	0.000	1.9780	Signifikan

Source: Data processed, Year 2022

Thus, the results of the significance test from table 4. are as follows:

- There is a significant positive influence between the Social Interaction variable (X2) on Talent Employee Retention (Y), because the calculated t-value $>$ t-table ($11.721 > 1.9780$) and the significance value is $0.000 < 0.05$. Therefore, there is an influence of variable X2 on Y, or in other words, H0 cannot be accepted.
- There is a significant positive influence between the Leadership Behavior variable (X3) on Talent Employee Retention (Y), because the calculated t-value $>$ t-table ($19.958 > 1.9780$) and the

significance value is $0.000 < 0.05$. Therefore, there is an influence of variable X3 on Y, or in other words, H0 cannot be accepted.

Table 5. Results of t-test for Model 3"

Model	t-Value	Sig.	t- Table Value	Keterangan
Leadership Behavior	18.156	0.000	1.9780	Signifikan
Work Environment	9.959	0.000	1.9780	Signifikan

Source: Data processed, Year 2022

Thus, the results of the significance test from Table 5 are as follows:

- There is a significant positive influence between the Leadership Behavior variable (X3) on Talent Employee Retention (Y), because the calculated t-value $>$ t-table ($18.156 > 1.9780$) and the significance value is $0.000 < 0.05$. Therefore, there is an influence of variable X3 on Y, or in other words, H0 cannot be accepted.
- There is a significant positive influence between the Work Environment variable (X4) on Talent Employee Retention (Y), because the calculated t-value $>$ t-table ($9.959 > 1.9780$) and the significance value is $0.000 < 0.05$. Therefore, there is an influence of variable X4 on Y, or in other words, H0 cannot be accepted.

Results of Multiple Linear Regression Test The results of the multiple linear regression test are as follows:

Table 6. Results of Multiple Linear Regression Test for Model 1"

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.564	1.981		-0.789	0.431
	Ethical Climate	0.884	0.060	0.787	14.847	0.000
	Social Interaction	0.150	0.056	0.142	2.678	0.008

Source: Data processed, Year 2022

Results of the equation from Table 6:

$$Y = \alpha + b_1X_1 + b_2X_2 + e$$

$$TER = -1,564 + 0,884 EC + 0,150 SI + e$$

From the equation above, it can be explained that:

- The constant value of -1.564 indicates that if the dependent variable, Talent Employee Retention, is zero, then Talent Employee Retention would be -156.4%.
- An increase in Ethical Climate by one unit will result in an increase in Talent Employee Retention by 88.4%, assuming other variables remain constant. An increase in Social Interaction by one unit will result in an increase in Talent Employee Retention by 15%, assuming other variables remain constant.

Table 7. Results of Multiple Linear Regression Test for Model 2

Model		Unstandardized Coefficients	Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	
1	(Constant)	-0.226	1.560	-0.145	0.885
	Social Interaction	0.433	0.037	0.411	11.721
	Leadership Behavior	0.575	0.029	0.699	19.958

Source: Data processed, Year 2022

Results of the equation from Table 7:

$$Y = \alpha + b_1X_1 + b_2X_2 + e$$

$$TER = -0,226 + 0,433 SI + 0,575 LB + e$$

From the equation above, it can be explained that:

- The constant value of -0.266 indicates that if the dependent variable, Talent Employee Retention, is zero, then Talent Employee Retention would be -26.6%.
- An increase in Social Interaction by one unit will result in an increase in Talent Employee Retention by 44.3%, assuming other variables remain constant. An increase in Leadership Behavior by one unit will result in an increase in Talent Employee Retention by 57.5%, assuming other variables remain constant.

Table 8. Results of Multiple Linear Regression Test for Model 3.

Model		Unstandardized Coefficients	Standardized Coefficients	T	Sig.
		B	Std. Error	Beta	
1	(Constant)	-1.072	1.828	-0.586	0.559
	Leadership Behavior	0.573	0.032	0.696	18.156
	Work Environment	0.454	0.046	0.382	9.959

Source: Data processed, Year 2022

Results of the equation from Table 8:

$$Y = \alpha + b_1X_1 + b_2X_2 + e$$

$$TER = -1,072 + 0,573 LB + 0,454 WE + e$$

From the equation above, it can be explained that:

- The constant value of -1.072 indicates that if the dependent variable, Talent Employee Retention, is zero, then Talent Employee Retention would be -107.2%.
- An increase in Leadership Behavior by one unit will result in an increase in Talent Employee Retention by 57.3%, assuming other variables remain constant. An increase in Work Environment by

one unit will result in an increase in Talent Employee Retention by 45.4%, assuming other variables remain constant.

DISCUSS

1. The Effect of Ethical Climate and Social Interaction on Talent Employee Retention

The following is the discussion of Model 1 regarding the effect of Ethical Climate and Social Interaction on Talent Employee Retention.

Table 9. Results of Multiple Linear Regression Test for Model 1

<i>Model</i>		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>T</i>	<i>Sig.</i>
		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
1	<i>(Constant)</i>	-1.564	1.981		-0.789	0.431
	<i>Ethical Climate</i>	0.884	0.060	0.787	14.847	0.000
	<i>Social Interaction</i>	0.150	0.056	0.142	2.678	0.008

Source: Data processed, Year 2022

From the data processed and presented in Table 9 above, it can be seen that the calculated t-value for Ethical Climate on Talent Employee Retention is 14.847, which is greater than the t-table value ($14.847 > 1.9780$). This result indicates that Ethical Climate has a positive and significant relationship with Talent Employee Retention, which is consistent with the first hypothesis that Ethical Climate significantly and positively affects Talent Employee Retention. This shows that Ethical Climate has a significant direct impact on Talent Employee Retention.

From the data processed and presented in Table 9 above, it can be seen that the calculated t-value for Social Interaction on Talent Employee Retention is 2.678, which is greater than the t-table value ($2.678 > 1.9780$). This result indicates that Social Interaction has a positive and significant relationship with Talent Employee Retention, which is consistent with the first hypothesis that Social Interaction significantly and positively affects Talent Employee Retention. This shows that Social Interaction has a significant direct impact on Talent Employee Retention.

2. The Effect of Social Interaction and Leadership Behavior on Talent Employee Retention

Here is the discussion of model 2 regarding the influence of Social Interaction and Leadership Behavior on Talent Employee Retention.

Table 10. Results of Multiple Linear Regression Test for Model 2

<i>Model</i>		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>T</i>	<i>Sig.</i>
		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
1	<i>(Constant)</i>	-0.226	1.560		-0.145	0.885
	<i>Social Interaction</i>	0.433	0.037	0.411	11.721	0.000
	<i>Leadership Behavior</i>	0.575	0.029	0.699	19.958	0.000

Source: Data processed, Year 2022

Data processed and presented in Table 10 above, it can be seen that the calculated t-value for Social Interaction on Talent Employee Retention is 11.721, which is greater than the t-table value ($11.721 > 1.9780$). This result indicates that Social Interaction has a positive and significant relationship with Talent Employee Retention, which is consistent with the first hypothesis that Social Interaction significantly and positively affects Talent Employee Retention. This shows that Social Interaction has a significant direct impact on Talent Employee Retention.

Data processed and presented in Table 10 above, it can be seen that the calculated t-value for Leadership Behavior on Talent Employee Retention is 19.958, which is greater than the t-table value ($19.958 > 1.9780$). This result indicates that Leadership Behavior has a positive and significant relationship with Talent Employee Retention, which is consistent with the third hypothesis that Leadership Behavior significantly and positively affects Talent Employee Retention. This shows that Leadership Behavior has a significant direct impact on Talent Employee Retention.

3. The Effect of Leadership Behavior and Work Environment on Talent Employee Retention

The following is the discussion of Model 3 regarding the effect of Leadership Behavior and Work Environment on Talent Employee Retention.

Table 11. Results of Multiple Linear Regression Test for Model 3

<i>Model</i>	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
1 <i>(Constant)</i>	-1.072	1.828		-0.586	0.559
<i>Leadership Behavior</i>	0.573	0.032	0.696	18.156	0.000
<i>Work Environment</i>	0.454	0.046	0.382	9.959	0.000

Source: Data processed, Year 2022

From the data processed and presented in Table XX above, it can be seen that the calculated t-value for Leadership Behavior on Talent Employee Retention is 18.156, which is greater than the t-table value ($18.156 > 1.9780$). This result indicates that Leadership Behavior has a positive and significant relationship with Talent Employee Retention, which is consistent with the third hypothesis that Leadership Behavior significantly and positively affects Talent Employee Retention. This shows that Leadership Behavior has a significant direct impact on Talent Employee Retention.

Data processed and presented in Table XX above, it can be seen that the calculated t-value for Work Environment on Talent Employee Retention is 9.959, which is greater than the t-table value ($9.959 > 1.9780$). This result indicates that Work Environment has a positive and significant relationship with Talent Employee Retention, which is consistent with the fourth hypothesis that Work Environment significantly and positively affects Talent Employee Retention. This shows that Work Environment has a significant direct impact on Talent Employee Retention.

Managerial Implications

1. To improve Ethical Climate, it can be seen from the Benevolence dimension that maintaining good information dissemination and prioritizing collective interests over personal interests, as well as improving the rejection of unethical conditions in the company, is important. From the Principle dimension, maintaining the ability to solve problems according to responsibilities and meeting deadlines, as well as improving adherence to assigned job duties, is crucial.
2. To enhance Social Interaction, it can be seen from the Sympathy dimension that understanding colleagues' conditions and feelings of empathy when they face issues, as well as improving enjoyment when colleagues achieve good results, is necessary. From the Suggestion dimension,

maintaining acceptance of different viewpoints and directions in work, as well as improving adherence to assigned job responsibilities, is key.

3. To improve Leadership Behavior, it can be seen from the Participating dimension that leaders should maintain fairness in decision-making and active participation in decisions, as well as improve their facilitation of subordinates in decision-making. From the Delegating dimension, maintaining the delegation of authority and job responsibilities to employees, as well as improving trust in subordinates' analytical abilities, is important.
4. To enhance the Work Environment, it can be seen from the Physical dimension that maintaining cleanliness and proper lighting at the workplace, as well as improving workplace safety, is necessary. From the Non-physical dimension, maintaining social relationships and the given work structure, as well as improving job responsibility, is key.

To boost Talent Employee Retention, it can be seen from the Reward dimension that maintaining the significance of recognition in improving job performance and self-recognition, as well as improving employee rewards, is essential. From the Employee Relations dimension, maintaining good relationships among employees, as well as improving work comfort, is crucial.

CONCLUSION AND SUGGESTIONS

Conclusion

This research examines the analysis of factors that influence the level of customer satisfaction at PT. Trakindo Utama Palembang. Where four independent variables, namely Product, Price, Place, and Promotion, with one dependent, namely User Satisfaction. Based on the test results on User Satisfaction at PT. Trakindo Utama Palembang, the following conclusions can be drawn:

1. The dependent variable is customer satisfaction. And while the independent variables are product, price, place and promotion.
2. From the F test (simultaneous), the calculated F was obtained at 5.657 with a significance level of 0.001, smaller than 0.05. This means that the relationship between the independent variables (Product, Price, Place and Promotion) and the dependent variable (User Satisfaction) has a significant effect.
3. When tested partially (t test), Product (X1), Price (X2), Place (X3), and Promotion (X4) are as follows.
 - a. The product (X1) obtained a t count of 1.092 with a significance level of 0.283 which is greater than 0.05. This means that Product (X1) does not have a significant effect.
 - b. The price (X2) can be calculated at 2.166 with a significance level of 0.038 which is smaller than 0.05. This means that price (X2) has a significant effect.
 - c. Place (X3) can be calculated as 1.366 with a significance level of 0.181 which is greater than 0.05. Means Place (X3) has no effect.
 - d. Promotion (X4) can be calculated at 2.654 with a significance level of 0.012 from 0.05. This means that Promotion (X4) has a significant effect.

Suggestion

1. PT. Trakindo Utama always provides good product quality by packaging products appropriately, providing standards for handling or using products.
2. PT. Trakindo Utama provides bonuses for every transaction with a large number of purchases (buy 10 get 1 free).
3. PT. Trakindo Utama provides a bigger place so that customers have more freedom when customers come in large numbers.
4. PT. Trakindo Utama further increases product promotion offline and online.

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