

## Impact of Organizational Learning, Turnover Intention, Work Engagement on Employee Retention and Employee Satisfaction: A Case Study PT. Dcika Prima Mahkota

Abdullah Billman<sup>A</sup>, Andhika Reswara Ghowe<sup>B</sup>, Kevin<sup>C</sup>, Leo Andri Yulius Caesar<sup>D</sup>

### Abstract

This study aims to investigate the influence of organizational Learning (OL), turnover intention (TI), and work engagement (WE) on employee retention (ER), employee satisfaction (ES), and the impact of employee retention (ER). Two hundred sixty people of PT Dcika Mahkota Prima employees were collected as samples for this research with saturated sampling techniques. Survey questionnaires are used to collect data, which is then analyzed with data processing software using SmartPLS 3.0. The findings revealed that organizational learning (OL) had a positive and significant influence on employee retention (ER); turnover intention had a significant and positive effect on employer retention (ER) and employee satisfaction (ES); and work engagement (WE) also had a positive and significant effect on employee retention and employee satisfaction (ES). Our findings have important implications for literature and practice on developing corporate organizational behavior, particularly in PT Dcika Mahkota Prima.

**Keywords:** *Organisational Learning, Turnover Intention, Work Engagement, Employee Retention, Employee Satisfaction.*

### INTRODUCTION

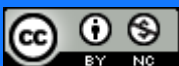
Human Resource Management (HR) plays a crucial role in managing the human aspect of an organization. As one of the main components of organizational management, HR is responsible for planning, managing, and optimizing the potential of human resources in order to achieve organizational goals effectively. HR management involves various functions, including recruitment, selection, training, development, performance evaluation, and compensation and benefits management. In the context of globalization and increasingly fierce competition, the role of HR management is increasingly complex and demands innovative strategies (Dodanwala et al., 2023; Ghani et al., 2022; Khanna, 2020). Organizations that manage and motivate their human resources well will have a competitive advantage in achieving their business goals. A deep understanding of factors such as

<sup>A</sup>Binus Entrepreneurship Center, Jakarta Indonesia, Email: [abdullah.billman@binus.ac.id](mailto:abdullah.billman@binus.ac.id)

<sup>B</sup>Management Department BBS UP, Bina Nusantara University, Jakarta, Indonesia

<sup>C</sup>Management Department BBS UP, Bina Nusantara University, Jakarta, Indonesia

<sup>D</sup>Management Department BBS UP, Bina Nusantara University, Jakarta, Indonesia



organizational Learning, turnover intention, and work engagement is crucial in HR management, as this can provide deep insight into employee retention and satisfaction and, ultimately, contribute to the organization's overall success (Anasori et al., 2021; Zopiatis et al., 2014).

Human Resources Management (HR) is the core of an organization's success in achieving its goals and vision. In an era of ever-changing business dynamics, people are considered "resources" and strategic assets that can provide added value. The focus of HR management is no longer limited to operational aspects, such as recruitment and training, but also on managing organizational culture, leadership development, and creating an innovative and inclusive work environment (Ozturk et al., 2021; Zhang et al., 2019). Good HR management policies cover tangible and intangible aspects such as employee satisfaction, motivation, and work-life balance.

In order to achieve long-term success, organizations need to understand that their success lies in their ability to learn and adapt continuously (Welch & Brantmeier, 2021; Yamin, 2020). This concept is "organizational learning," emphasizing the importance of collecting, storing, and utilizing knowledge in organizations. Organizational Learning creates a strong knowledge base and increases the organization's flexibility in facing changes in the business environment.

One of the main challenges HR management faces is employee turnover, which can negatively impact the organization's stability and continuity. Turnover intention, or the desire to leave a job, can be understood through factors such as job dissatisfaction, lack of career development, or values mismatch (Aman et al., 2023; Saraswati, 2019). Managing and reducing turnover intention is a strategic key to retaining valuable talent. A deep understanding of the factors influencing work engagement, namely the level of employee involvement and enthusiasm for their work, is also important in this context. Work engagement significantly strengthens employee ties with the organization, increases productivity, and creates a positive work environment (Azanza et al., 2015; Heyns et al., 2022).

Employee retention and employee satisfaction are two important indicators in measuring the success of HR management. Employee retention reflects the organization's ability to retain employees with high potential and performance, while employee satisfaction measures the extent to which employee needs and expectations are met. These two factors are interrelated, as employee satisfaction can contribute to better retention, which in turn can strengthen an organization's reputation as a good place to work. Understanding the dynamic relationship between organizational Learning, turnover intention, work engagement, employee retention, and employee satisfaction is the key to creating a highly competitive and sustainable work environment (Asghar et al., 2021; Kurland & Hasson-Gilad, 2015).

PT Dcika Prima Mahkota is a retail hospitality cake and bakery company that has been in place since the end of 2011 and serves

several types of cakes and bread with various variants. From the survey results conducted by the researcher, employee turnover data was found from 2018 to 2023.

**Table 1. Employee Turnover Data of PT Dcika Prima Mahkota**

Year	Employees In	Employees Out	Presentation (%)
2018	105	43	41%
2019	131	59	45%
2020	85	52	61%
2021	132	59	44%
2022	57	40	70%

Source: Data proceed

Table 1 presents employee turnover data at PT. Dcika Prima Mahkota from 2018 to 2022. This trend provides an overview of the dynamics of employee movements over the last five years. In 2018, it was discovered that the turnover rate was 41%, indicating relative stability in employee retention. There was a significant spike, with the turnover rate reaching 61%, creating concern regarding factors that might influence employee spending. Further analysis needs to be conducted to understand the causes behind the increase, including whether changes in company policy, industry conditions, or other internal factors triggered this in 2020. 2021 saw a decline to 44%, giving hope that the company may have implemented corrective measures. The 2022 year shows a turnover rate that reaches 70%, creating serious concerns regarding employee retention. This table illustrates the significant fluctuations in turnover rates over the period, highlighting the importance of identifying and addressing factors that may influence the stability of the PT Dcika Prima Mahkota workforce.

In achieving the organizational goals, one of the many challenges and problems the organization faces is the turnover of employees within the company. Employee turnover intention is triggered by various factors, such as stress, role conflict, and dissatisfaction where the employee works (Dodanwala et al., 2023). High employee turnover can negatively impact company management, which will be very detrimental to the company's operational activities, such as the costs that must be incurred to find new employees who match the company's criteria. In previous research conducted on retail businesses in the United States, the problem every year faced by the company has to spend considerable money on the cost of replacing employees who voluntarily quit their jobs, which can reach twice the annual salary of the employee to be replaced from the company (Olubiyi et al., 2019).

The negative impact of high turnover creates instability and uncertainty for its employees, such as the remaining employees becoming restless about their fate and old employees having to adapt to new employees. According to Gallup, ideally, the turnover of employees in and out of a company organization per year is approximately 10% (Khanna, 2020). The hospitality retail sector stands out as the most dynamic and expanding industry on a global scale, significantly contributing to economic and social progress. Existing studies indicate

that effective human resource management represents a critical organizational function with a substantial impact on retaining employees (Ghani et al., 2022). The global rise in employee turnover rates has reached heightened levels, presenting a widespread challenge for various sectors, including the hospitality industry, in effectively retaining their workforce.

In addition to the problem of high turnover, the company organization also has a problem with employee training and development programs that still need to be created comprehensively because, according to applicable labor laws, companies must make development training programs for their employees. Human resource development in companies is very important because it helps companies achieve organizational goals and improve organizational performance. In previous research conducted in Slovakia, it was explained that a very vital investment in human resources is the development and training of talented employees because it will have an impact on improving employee performance and the quality of services provided, self-satisfaction, and employee satisfaction, loyalty to the organization and retention of these employees (TOMČÍKOVÁ, 2020) (Choy & Kamoche, 2021). Various research has been done, and strategies have been developed for employee retention. Previous studies documented various underlying aspects and impacts on performance management, management support, and salaries towards employee retention (W. Wang & Sun, 2020) (Arasanmi & Krishna, 2019).

This research has great significance in the context of PT. Dcika Prima Mahkota is a business entity that may face special challenges and have unique human resource management needs. PT. Dcika Prima Mahkota, as a case study, can gain an in-depth understanding of how factors such as organizational Learning, turnover intention, and work engagement can influence employee performance and satisfaction within their organization. Each organization has different characteristics and internal dynamics, requiring a special and contextual research approach. PT. Dcika Prima Mahkota can identify potential problems that may arise in its human resource management and evaluate the success or failure of initiatives that have been previously implemented through this research.

This study aims to identify and explore the influence of employee training, organizational commitment, turnover intention, organizational culture, work engagement, and organizational Learning on employee retention as mediation and employee satisfaction directly and indirectly on PT Dcika Cake and Bakery employees. This research was conducted to gain new knowledge about organizational behavior specific to F&B companies, especially bakeries in Indonesia.

## **LITERATURE REVIEW**

### **Organizational Learning**

Organizational Learning (OL) was first popularized by Peter Senge in the book *The Fifth Discipline*. According to Senge, the success of an

organization is largely determined by its ability to develop the dynamics of its institutional processes into a learning organization [9]. Organizational Learning is the core result of effective human resource management, which is the key to organizational success and is based on the individual Learning of each organization member [10]. Research conducted on companies in China found that employees who have a higher learning culture drive have a lower TI rate and prove better job performance. Employee satisfaction hurts the employee's TI but positively impacts their performance (Lin & Huang, 2021).

Organizational Learning is how an organization acquires, organizes, and applies new knowledge to improve its performance and adaptability. Several previous studies provide in-depth insight into this concept. The first research by (M. Kumar et al., 2018) highlighted the importance of "double-loop learning" in organizations. They present a concept where organizations learn from their mistakes (single-loop learning) and the underlying assumptions and values underlying them. This research shows that deeper Learning involves reflection on the fundamental principles that drive organizational action.

The second research (Kang & Sung, 2019) in his famous book "The Fifth Discipline" emphasized the importance of creating an "organizational learning organization." Senge highlights the importance of an organizational structure that supports Learning, collective employee engagement, and a culture that encourages shared understanding to achieve long-term goals.

The third research by (C. Wang et al., 2020) introduced the concept of "psychological safety" in organizational Learning. This research highlights that organizations that create an environment where employees feel safe sharing ideas, trying new things, and even admitting mistakes are better able to learn effectively. By creating a sense of psychological safety, organizations can stimulate collaboration and experimentation that supports continuous Learning.

These three studies provide diverse and in-depth perspectives on Organizational Learning, emphasizing that it is not just about receiving new information but also involves changes in thinking patterns, organizational culture, and social interactions. These concepts provide a foundation for further understanding of how organizations can continue to develop and adapt in the face of ever-changing challenges.

### **Turnover Intention**

Turnover Intention (TI) can be defined as an employee's intention to quit and move from the current place of work to another workplace voluntarily for certain reasons (Sarantie et al., 2022). Usually, the background of TI is dissatisfaction with workload and dissatisfaction with opportunities to develop career paths; there are also individual factors such as age and marital status factors. The ability to retain potential employees is very important for companies because it can encourage growth and stability (Lazzari et al., 2022).

Turnover Intention represents a critical area of research in human resource management, highlighting the factors that can motivate employees to leave their jobs. Several previous studies have investigated various aspects related to turnover intention.

The first study by (Hanaysha, 2016) made a major contribution by introducing a theoretical model of factors influencing intention to quit. The model presents variables such as job satisfaction, satisfaction with leadership, and organizational commitment as the main predictors influencing the desire to leave a job. This research builds the basis for further research on turnover intention by emphasizing the role of psychological and organizational factors.

The second study by (De Simone et al., 2018) explored the concept of "embeddedness" in turnover intention. They demonstrate that the level of employee engagement in the social and structural networks within an organization can influence the connection between job satisfaction and turnover intention variables. The findings from this research suggest that contextual factors and interpersonal connections can significantly impact an employee's decision-making process concerning their inclination to leave.

The third research by (Urrutia Pereira et al., 2022) created the concept of organizational commitment as a key factor in understanding turnover intention. They identified three dimensions of organizational commitment: affective, normative, and continuance. They showed that this commitment level can influence how much an employee wants to stay or leave the organization. This research provides deep insight into the connections between emotional connection, responsibility, sustainability, and the desire to quit.

These previous studies reflect various approaches and theories that have been applied to understand the phenomenon of turnover intention. By exploring variables such as job satisfaction, embeddedness, and organizational commitment, this research provides a solid foundation for human resource management efforts in identifying, preventing, and managing turnover intention in various organizational contexts.

### **Work Engagement**

Work Engagement (WE) is defined as an inner drive to work more because of the pleasure in the job, not that the employee is addicted to work (Giménez-Espert et al., 2020). Work Engagement (WE) can be categorized into three dimensions, comprising (1) Dedication, encompassing a sense of significance, inspiration, challenge, enthusiasm, and pride; (2) Passion, involving a high level of energy and mental resilience at work, a willingness to exert effort, and a determination to overcome challenges; and (3) Absorption, characterized by complete concentration and immersion in work, making time pass quickly and challenging to disengage (Molino et al., 2020).

Employee well-being is reflected in their level of work engagement, which is defined as a positive and fulfilling mental state associated with

work, characterized by vitality, dedication, and absorption. The emotional connection between workers and their employers is known as affective commitment. Since they invest a lot of time and energy in their work and identify with it, employees with high work engagement will find it challenging to leave. This strengthens their emotional bonds with their boss, manager, and coworkers. These two constructs are seen as distinguishing and complementary components of work engagement. As a result, work engagement is one of the main indicators of affective commitment (Teo et al., 2020).

### **Employee Retention**

Employee Retention (ER) refers to the degree to which a company can keep its workforce intact, fostering loyalty among its employees. Organizations can attain employee retention through the implementation of four key strategies. These strategies encompass fostering effective communication, building a diverse workforce, recruiting individuals with the appropriate skills, and providing comprehensive employee development and training programs (Malhotra & Rana, 2023). The overall job satisfaction of employees in the organization affects retention intention directly. Employee Retention details the importance of understanding the factors that motivate employees to stay with an organization. Several previous studies have made a major contribution to deepening our understanding of strategies and factors influencing employee retention rates.

Research conducted by (Urrutia Pereira et al., 2022) presents the concepts of organizational commitment, which consist of affective, normative, and sustainable. They concluded that employees who are highly committed to their organization are more likely to stay. This research provides a strong theoretical foundation for understanding the relationship between emotional bonds, obligations, and sustainability with employee retention.

Another study by (Ramlawati et al., 2021) investigated the impact of job and life satisfaction on retaining employees. The findings from this research suggest that both job and life satisfaction play a positive role in influencing employees' intentions to remain with the organization. These factors are considered key variables that can improve employee well-being and, in turn, strengthen their retention.

Research conducted by Pfeffer (1998) in (Topchyan & Woehler, 2021) highlights the importance of a holistic approach to human resource management in achieving high employee retention. This research emphasizes the need for companies to create a work environment that supports employee development and well-being, involves them in the decision-making process, and provides career development opportunities. Pfeffer proposed that organizations implementing these human resource management practices can achieve higher retention rates.

These three studies contribute valuable insights into the factors that influence employee retention. By understanding the importance of

organizational commitment, job satisfaction, life satisfaction, and a holistic approach to human resource management, organizations can develop more effective strategies to retain and develop their internal talent.

### **Employee Satisfaction**

Employee Satisfaction (ES) is an emotional attitude of being happy and loving what one does at work. Morale, discipline, and job performance reflect this perspective. This satisfaction is felt both on the job and off the job. Employee satisfaction can also be defined as how happy the employee is to work in their current workplace (Al-Haidan et al., 2022).

A study conducted across 30 nations examined the correlation between job satisfaction and stock returns. The research revealed that enhanced employee satisfaction contributes to a more effective recruitment, retention, and motivation system. This, in turn, reduces limitations on recruitment and dismissals for organizations and enables employees to better respond to satisfaction. Furthermore, the relationship between employee satisfaction and future profitability is strengthened by labor market flexibility. The study also found that future earnings surprises, when risk factors are eliminated, are associated with a factor indicating the influence of employee satisfaction on stock returns (Edmans et al., 2023). Earlier research has highlighted the significance of compensation in retaining employees. Organizations should broaden their focus to encompass various factors beyond compensation. Job satisfaction, work-life balance, career development opportunities, employee engagement, recognition, and communication are also crucial factors contributing to employee retention. Employee Satisfaction serves as a comprehensive perspective on the pivotal role of employee satisfaction in enhancing productivity and retaining human resources. Numerous prior studies have delved deeply into the factors that influence employee satisfaction.

The first research by (Welch & Brantmeier, 2021) helped form the basis of the concept of job satisfaction. Locke presents a model of job satisfaction that emphasizes the role of employees' perceptions of the extent to which their expectations are met in the work environment. This research provides a theoretical basis for understanding the relationship between expectations, perceptions, and employee satisfaction.

Other research conducted by (S. Kumar, 2022) introduced the Motivation-Hygiene Theory, which identified motivational factors (motivator factors) and hygiene factors (complementary factors) that can influence employee satisfaction and dissatisfaction. Motivating factors such as achievement and responsibility have been found to increase satisfaction, while hygiene factors such as working conditions and company policies can reduce dissatisfaction.

Research conducted by (Alerasoul et al., 2022) focused attention on the concept of job design and its impact on employee satisfaction.

They developed the Job Characteristics Model, which states that work that is varied, meaningful, and provides autonomy can increase employee satisfaction and motivation. This research provides an important perspective on how aspects of job design can shape employees' perceptions of their jobs. By exploring the concepts of expectations, motivation, and job design, this research provides a knowledge base to help organizations develop strategies that can increase employee satisfaction and, in turn, improve performance and human resource retention.

## **METHOD**

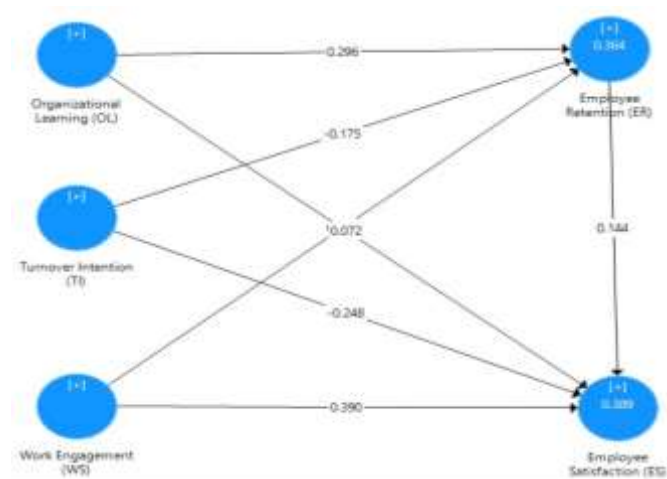
This research employs a quantitative design utilizing a Likert scale of 1 to 5. Data is collected from 260 Dcika Cake and Bakery employees, comprising 135 men and 125 registered individuals, utilizing saturated sampling and Google Forms for questionnaire distribution. The Likert scale is a systematic tool to gauge participants' responses on various constructs likely related to employee satisfaction or retention.

The chosen sampling technique, saturated sampling, ensures the inclusion of all eligible individuals within the specified population, promoting a more representative sample. The data collection process is facilitated through Google Forms, offering a convenient and efficient means for respondents to submit their questionnaire responses electronically. A Structural Analysis Equation Model (SEM) based on Partial Least Square (PLS) version 3.0 is employed for data processing. SEM, a robust statistical technique, allows for examining intricate relationships among variables, while PLS is particularly beneficial for predictive modeling, especially with smaller sample sizes. In summary, the research design integrates a Likert scale for measurement, saturated sampling for inclusivity, Google Forms for convenient data collection, and SEM based on PLS for advanced data analysis, providing a thorough methodology to investigate organizational variables in the context of employee satisfaction and retention at Dcika Cake and Bakery.

## **RESULT AND DISCUSSION**

### **Validity and Reliability Indicator**

Validity refers to the extent to which an instrument or measurement tool accurately measures what it purports to measure. Validity assesses the instrument's ability to represent the construct or concept to be measured. Reliability refers to the consistency and stability of an instrument or measurement tool. It assesses whether the same results would be obtained if the measurements were repeated under similar conditions. The figure below explains that the results of data processing using SmartPLS version 3.0 are as follows:



**Figure 1. Result Research Model**

Based on the data processing results found in this research, the indicators in this research are considered valid because they meet the criteria above 0.6. The following are the results shown in Table 2 based on the indicators from this research. In this context, the validity of indicators refers to the extent to which the instrument or variable being measured is considered accurate and valid according to certain criteria. This statement implies that these indicators meet the validity standards applied after the analysis process, which generally have a minimum limit of 0.6. Further results can then be found in Table 2, where the table may present further details or results of the variables measured in this study:

**Table 2. Validity Indicators**

Indicator	Employee Retention (ER)	Organizational Learning (OL)	Turnover Intention (TI)	Work Engagement (WE)	Employee Satisfaction (ES)
ER1	0.830				
ER2	0.743				
ER3	0.720				
OL1		0.645			
OL2		0.734			
OL3		0.813			
OL4		0.828			
TOI1			0.800		
TOI3			0.721		
TOI4			0.873		
TOI5			0.891		
TOI6			0.889		
WE1				0.831	
WE2				0.794	

WE3				0.821	
WE4				0.722	
WE5				0.695	
ES1					0.683
ES2					0.655
ES3					0.828
ES4					0.751
ES5					0.778

Source: Data proceed

There are three criteria used to validate the measurement model. The measurement model tests the reliability and validity of the data. The Cronbach alpha criteria, composite reliability, and average variance (AVE) are used to validate the data reliability in the measuring model.

**Table 3. Reliability Test**

Variables	Cronbach Alpha	Composite Reliability	Average Variance Extracted (AVE)
Employee Retention (ER)	0.648	0.809	0.587
Organizational Learning (OL)	0.757	0.843	0.575
Turnover Intention (TI)	0.892	0.921	0.701
Work Engagement (WE)	0.832	0.882	0.600
Employee Satisfaction (ES)	0.796	0.858	0.550

Source: Data proceed

Table 3 shows that the variable in this study has a Cronbach's alpha value greater than 0.7, which indicates that the study is reliable and consistent. Meanwhile, the Average Variant Extracted (AVE) value in the previous table is greater than 0.5, indicating that the data is valid.

**R Square Value**

R Square Value ( $R^2$ ) measures the strength or accuracy of a regression model in explaining variations in the response variable. The R Square value ranges from 0 to 1, and the closer it is to 1, the better the model explains variations in the data. Specifically, R Square measures the extent to which variations in response values can be explained by the independent variables present in the model. R Square Value-related research is important to understand how well a model can explain data variations and measure overall model performance. Interpretation of the R Square value is key in evaluating the relevance and adequacy of the regression model used in a study.

The following table shows the value of R squared ( $R^2$ ) of how much the independent or exogenous variables in the research model affect the value of the dependent or endogenous variables.

**Table 4. R Square**

Variables	R Square
ER	0.364
ES	0.389

Source: Data proceed

The R<sup>2</sup> value for employee retention (ER) is 36.4%. This means that the ability of the independent variables to explain the employee retention (ER) variable is 63.6%. The R<sup>2</sup> value for work satisfaction (ES) is 38.9%. This means that the ability of the independent variables to explain the employee satisfaction variable is 61.1%. The R-Square declared strong if it is more than 0.67, moderate if it is more than 0.33 but lower than 0.67, and weak if it is more than 0.19 but lower than 0.33.

**Goodness of Fit (GoF) Test**

Goodness of Fit (GoF) Test is a statistical method used to assess how much a statistical model fits or corresponds to the observed empirical data. The main goal of this test is to evaluate how well the hypothesized theoretical distribution matches the actual distribution of the data. The GoF Test is very important in testing the suitability of statistical models to empirical data because it helps researchers or analysts assess the validity and relevance of the model used to explain observed phenomena. A good fit between the model and the data can provide greater confidence in interpreting analysis results and ensure that the conclusions drawn from the model are reliable.

Table 5 describes this as the validity or reliability test of the model. The test value criteria for GoF are small, medium, and large, as indicate by the criteria 0.10, 0.25, and 0.36 (Tenenhaus et al., 2005).

**Table 5. GoF Test**

Item	Value
R <sup>2</sup>	0.376
AVE	0.568
Good Of Fitness	0.462

Source: Data proceed

The Goodness of Fit (GoF) test table above provides insights into the model's appropriateness for the observed data. In this context, the GoF value for the model in this study is 0.462, surpassing the critical threshold of 0.36. This indicates that the model aligns well with the observed data and meets the substantial criterion, implying a good fit. In statistical terms, a higher GoF value, exceeding the specified threshold, suggests that the proposed model is suitable for explaining the relationships among the variables under investigation.

**Analysis Results**

This analysis test aims to test the significance of the influence on Table 5, both directly and indirectly, i.e., between free and bound variables. So, to influence the construction of path coefficient values, it is required to have a P value ≤ 0.05 and a t-statistic > 1.96. Here are the results of bootstrapping.

**Table 6. Bootstrapping Result**

Variables	Original Sample (O)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Significant
Employee Retention (ER) → Employee Satisfaction (ES)	0.144	0.119	1.212	0.226	No
Organizational Learning (OL) → Employee Retention (ER)	0.296	0.093	3.175	0.002	Yes
Organizational Learning (OL) → Employee Satisfaction (ES)	0.072	0.108	0.665	0.506	No
Turnover Intention (TI) → Employee Retention (ER)	-0.175	0.067	2.624	0.009	Yes
Turnover Intention (TI) → Employee Satisfaction (ES)	-0.248	0.070	3.536	0.000	Yes
Work Engagement (WE) → Employee Retention (ER)	0.353	0.107	3.296	0.001	Yes
Work Engagement (WE) → Employee Satisfaction (ES)	0.390	0.189	2.069	0.039	Yes

Source: Data proceed

In Table 6 above, the P-value result of employee retention impact on employee satisfaction is 0.226. This finding can mean that the employee retention factor does not significantly influence employee satisfaction, which is backward from previous findings that indicate a significant effect between employee retention and employee satisfaction (Bharadwaj et al., 2022; De Sousa Sabbagha et al., 2018).

The p-value result of the impact of organizational Learning on employee retention is 0.002. These results are in line with previous findings that indicate that organizational Learning has a significant impact on employee satisfaction (Yamin, 2020). The better the organizational Learning formed by the company, the higher the influence of the employee retention factor, so more employees with the best potential will appear.

The p-value result of the impact of organization learning on employee satisfaction is 0.506. This result can be interpreted as having no significant influence on organizational Learning and employee satisfaction. The p-value result of turnover intention on employee retention is 0.009. This result is similar to previous results, which indicated a significant influence between turnover intention and employee reamtenion (Shibiti, 2020). An ideal employee retention system can reflect that the employee has a longer career intention and is comfortable in the long term in the organization where he works.

This finding can be understood to mean that turnover intention significantly impacts employee satisfaction. This finding is consistent with previous findings that indicate a significant influence between

turnover intent and employment satisfaction (Ramlawati et al., 2021). The higher the employee's satisfaction, the less intentional it is to leave the company's organization where he works.

The p-value result of the impact of work engagement on employee retention is 0.001. These results show a significant positive influence between work engagement and employee retention, similar to studies that indicate the influence between work engagement and employment retention (Shibiti, 2020). Employees who are active and happy in their work thus greatly influence the employee retention factor of the organization, where the company needs quality and productive employees so that the employees become loyal to the company.

The value result of the impact of work engagement on employee retention is 0.039. The findings suggest that work engagement has a significant positive effect on employee satisfaction, consistent with previous research findings that indicate a significant effect on employment retention (Topchyan & Woehler, 2021). The higher the work engagement factor, the higher the employee retention factor because employees who have a passion for work and feel happy in their jobs will encourage the company's organization to make more choices about the potential of superior and productive employees.

The influence of Organizational Learning on Turnover Intention in this research shows that organizational Learning positively and significantly influences employees' tendency to leave (Turnover Intention). These results are in line with several previous studies that highlight the positive role of organizational Learning in reducing the desire to change jobs (De Simone et al., 2018; Shibiti, 2020; Urrutia Pereira et al., 2022). These studies show that organizations that encourage continuous Learning can create a supportive environment for employees, reduce dissatisfaction, and, in turn, reduce the tendency to change jobs. This finding is consistent with the results of previous research, such as that reported by (Kang & Sung, 2019; Kurland & Hasson-Gilad, 2015), which found that organizations prioritizing organizational Learning tend to have higher employee retention rates.

The impact of Turnover Intention on Work Engagement in this research states that the desire to change jobs can negatively impact employee involvement in work. This finding aligns with several previous studies showing that employees with a high desire to change jobs tend to be less engaged. Although some research supports these findings, other studies show a complex relationship between the desire to change jobs and employee engagement levels. These results align with previous research findings, such as those reported by (Anasori et al., 2021), which stated that employees with a high level of desire to change jobs tend to have lower engagement at work. These results differ from the results of previous research conducted by (Simanjuntak et al., 2023), showing that the level of Turnover Intention significantly influences the level of Work Engagement.

The role of Work Engagement in Employee Retention in this research shows that involvement in work positively and significantly

contributes to employee retention. This is in line with many studies that highlight the importance of employee engagement in retaining them in the work environment. Previous studies show that employees actively involved in their work tend to feel connected to the organization, increase loyalty, and ultimately extend their tenure (Aman et al., 2023; Saraswati, 2019). Research by (Zhang et al., 2019) also supports these findings, showing that Work Engagement plays a key role in the relationship between Employee Retention and Employee Satisfaction.

The contribution of Employee Retention to Employee Satisfaction in this research shows that retaining employees can positively impact their satisfaction level. Previous studies also indicate that employees who are satisfied with the work environment and other factors are more likely to remain working in the organization. The research results by (Heyns et al., 2022) highlight the positive contribution of Employee Retention to employee satisfaction levels. Together with their findings, these studies help shape a broader understanding of the complexity of relationships between variables in organizational contexts.

## CONCLUSION

Based on data analysis from questionnaires distributed to all PT Dcika Prima Mahkota employees, this research concludes that organizational Learning (Organizational Learning) has a positive and significant influence on employee retention. Intention to change jobs (Turnover Intention) has also been shown to significantly and positively impact employee retention while substantially influencing employee satisfaction levels. The level of involvement in work (Work Engagement) has also been proven to have a positive and significant effect on employee retention. There are limitations to this research, namely that most of the factors that influence employee retention and job satisfaction should be discussed more in-depth.

## REFERENCES

- Alerasoul, S. A., Afeltra, G., Hakala, H., Minelli, E., & Strozzi, F. (2022). Organisational learning, learning organisation, and learning orientation: An integrative review and framework. *Human Resource Management Review*, 32(3), 100854.
- Al-Haidan, S. A., Azazz, A. M. S., & Elshaer, I. A. (2022). Social disconnectedness and career advancement impact on performance: The role of employees' satisfaction in the energy sector. *Energies*, 15(7), 2599.
- Aman, A., Rafiq, M., & Dastane, O. (2023). A cross-cultural comparison of work engagement in the relationships between trust climate–Job performance and turnover intention: Focusing China and Pakistan. *Heliyon*, 9(9).
- Anasori, E., Bayighomog, S. W., De Vita, G., & Altinay, L. (2021). The mediating role of psychological distress between ostracism, work engagement, and turnover intentions: An analysis in the Cypriot

- hospitality context. *International Journal of Hospitality Management*, 94, 102829.
- Arasanmi, C. N., & Krishna, A. (2019). Employer branding: perceived organisational support and employee retention—the mediating role of organisational commitment. *Industrial and Commercial Training*, 51(3), 174–183.
- Asghar, M., Tayyab, M., Gull, N., Zhijie, S., Shi, R., & Tao, X. (2021). Polychronicity, work engagement, and turnover intention: The moderating role of perceived organizational support in the hotel industry. *Journal of Hospitality and Tourism Management*, 49, 129–139.
- Azanza, G., Moriano, J. A., Molero, F., & Lévy Mangin, J.-P. (2015). The effects of authentic leadership on turnover intention. *Leadership & Organization Development Journal*, 36(8), 955–971.
- Bharadwaj, S., Khan, N. A., & Yameen, M. (2022). Unbundling employer branding, job satisfaction, organizational identification and employee retention: a sequential mediation analysis. *Asia-Pacific Journal of Business Administration*, 14(3), 309–334.
- Choy, M. W. C., & Kamoche, K. (2021). Identifying stabilizing and destabilizing factors of job change: A qualitative study of employee retention in the Hong Kong travel agency industry. *Current Issues in Tourism*, 24(10), 1375–1388.
- De Simone, S., Planta, A., & Cicotto, G. (2018). The role of job satisfaction, work engagement, self-efficacy and agentic capacities on nurses' turnover intention and patient satisfaction. *Applied Nursing Research*, 39, 130–140.
- De Sousa Sabbagha, M., Ledimo, O., & Martins, N. (2018). Predicting staff retention from employee motivation and job satisfaction. *Journal of Psychology in Africa*, 28(2), 136–140.
- Dodanwala, T. C., Santoso, D. S., & Yukongdi, V. (2023). Examining work role stressors, job satisfaction, job stress, and turnover intention of Sri Lanka's construction industry. *International Journal of Construction Management*, 23(15), 2583–2592.
- Edmans, A., Pu, D., Zhang, C., & Li, L. (2023). Employee satisfaction, labor market flexibility, and stock returns around the world. *Management Science*.
- Ghani, B., Zada, M., Memon, K. R., Ullah, R., Khattak, A., Han, H., Ariza-Montes, A., & Araya-Castillo, L. (2022). Challenges and strategies for employee retention in the hospitality industry: A review. *Sustainability*, 14(5), 2885.
- Giménez-Espert, M. Del C., Prado-Gascó, V., & Soto-Rubio, A. (2020). Psychosocial risks, work engagement, and job satisfaction of nurses during COVID-19 pandemic. *Frontiers in Public Health*, 8, 566896.
- Hanaysha, J. (2016). Testing the effects of employee engagement, work environment, and organizational learning on organizational commitment. *Procedia-Social and Behavioral Sciences*, 229, 289–297.

- Heyns, M. M., mccallaghan, S., & de Wet, E. H. (2022). The role of supervisor support and basic psychological needs in predicting work engagement, burnout and turnover intentions in a medical contract research service setting. *Research in Social and Administrative Pharmacy*, 18(6), 2981–2988.
- Kang, M., & Sung, M. (2019). To leave or not to leave: the effects of perceptions of organizational justice on employee turnover intention via employee-organization relationship and employee job engagement. *Journal of Public Relations Research*, 31(5–6), 152–175.
- Khanna, R. (2020). Re-explore the viability and authenticity of Gallup workplace audit in private university. *Business, Management and Education*, 18(2), 344–362.
- Kumar, M., Jauhari, H., Rastogi, A., & Sivakumar, S. (2018). Managerial support for development and turnover intention: Roles of organizational support, work engagement and job satisfaction. *Journal of Organizational Change Management*, 31(1), 135–153.
- Kumar, S. (2022). The impact of talent management practices on employee turnover and retention intentions. *Global Business and Organizational Excellence*, 41(2), 21–34.
- Kurland, H., & Hasson-Gilad, D. R. (2015). Organizational learning and extra effort: The mediating effect of job satisfaction. *Teaching and Teacher Education*, 49, 56–67.
- Lazzari, M., Alvarez, J. M., & Ruggieri, S. (2022). Predicting and explaining employee turnover intention. *International Journal of Data Science and Analytics*, 14(3), 279–292.
- Lin, C.-Y., & Huang, C.-K. (2021). Employee turnover intentions and job performance from a planned change: the effects of an organizational learning culture and job satisfaction. *International Journal of Manpower*, 42(3), 409–423.
- Malhotra, P., & Rana, P. (2023). Influence of Demographic Profile of Employees on the Perception of Employees Retention Strategy. *International Journal of Economic Perspectives*, 17(1), 160–172.
- Molino, M., Cortese, C. G., & Ghislieri, C. (2020). The promotion of technology acceptance and work engagement in industry 4.0: From personal resources to information and training. *International Journal of Environmental Research and Public Health*, 17(7), 2438.
- Olubiyi, O., Smiley, G., Luckel, H., & Melaragno, R. (2019). A qualitative case study of employee turnover in retail business. *Heliyon*, 5(6).
- Ozturk, A., Karatepe, O. M., & Okumus, F. (2021). The effect of servant leadership on hotel employees' behavioral consequences: Work engagement versus job satisfaction. *International Journal of Hospitality Management*, 97, 102994.
- Ramlawati, R., Trisnawati, E., Yasin, N., & Kurniawaty, K. (2021). External alternatives, job stress on job satisfaction and employee turnover intention. *Management Science Letters*, 11(2), 511–518.

- Sarantie, A., Indrawati, R., & Mulyani, E. Y. (2022). A Mobley Theory to Predict Organizational Commitment as a Media Factor on Turnover Intention: A Structure Equation Model. *International Journal of Nursing and Health Services (IJNHS)*, 5(2), 210–218.
- Saraswati, K. D. H. (2019). Work engagement: The impact of psychological capital and organizational justice and its influence on turnover intention. *J. Mgt. Mkt. Review*, 4(1), 86–91.
- Shibiti, R. (2020). Public school teachers' satisfaction with retention factors in relation to work engagement. *SA Journal of Industrial Psychology*, 46(1), 1–9.
- Simanjuntak, J. M., Heriyanto, & Hasibuan, N. (2023). Continuous assessment of Peter Senge's learning organization model for improving the quality of Christian higher education in Indonesia. *Teaching Theology & Religion*, 26(1), 15–28.
- Tenenhaus, M., Vinzi, V. E., Chatelin, Y.-M., & Lauro, C. (2005). PLS path modeling. *Computational Statistics & Data Analysis*, 48(1), 159–205.
- Teo, S. T. T., Bentley, T., & Nguyen, D. (2020). Psychosocial work environment, work engagement, and employee commitment: A moderated, mediation model. *International Journal of Hospitality Management*, 88, 102415.
- TOMČÍKOVÁ, L. (2020). Education and development of talented employees in relation to the performance of multinational organizations with regard to globalization. *Journal of Applied Economic Sciences (JAES)*, 15(69), 570–578.
- Topchyan, R., & Woehler, C. (2021). Do teacher status, gender, and years of teaching experience impact job satisfaction and work engagement? *Education and Urban Society*, 53(2), 119–145.
- Urrutia Pereira, G., de Lara Machado, W., & Ziebell de Oliveira, M. (2022). Organizational learning culture in industry 4.0: relationships with work engagement and turnover intention. *Human Resource Development International*, 25(5), 557–577.
- Wang, C., Xu, J., Zhang, T. C., & Li, Q. M. (2020). Effects of professional identity on turnover intention in China's hotel employees: The mediating role of employee engagement and job satisfaction. *Journal of Hospitality and Tourism Management*, 45, 10–22.
- Wang, W., & Sun, R. (2020). Does organizational performance affect employee turnover? A re-examination of the turnover-performance relationship. *Public Administration*, 98(1), 210–225.
- Welch, L., & Brantmeier, N. K. (2021). Examining Employee Retention and Motivation Trends in Research Administration. *Journal of Research Administration*, 52(2), 70–86.
- Yamin, M. (2020). Examining the role of transformational leadership and entrepreneurial orientation on employee retention with moderating role of competitive advantage. *Management Science Letters*, 10(2), 313–326.

- Zhang, X., Ma, L., Xu, B., & Xu, F. (2019). How social media usage affects employees' job satisfaction and turnover intention: An empirical study in China. *Information & Management*, 56(6), 103136.
- Zopiatis, A., Constanti, P., & Theocharous, A. L. (2014). Job involvement, commitment, satisfaction and turnover: Evidence from hotel employees in Cyprus. *Tourism Management*, 41, 129–140.