




Organizational culture, commitment, and compensation as determinants of employee retention

Section:
HR management

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Abstract

This study aims to investigate the effects of organizational culture, organizational commitment, and compensation on employee retention at PT PI. Employing a quantitative approach with an associative research design, the research delves into the relationships among these variables within the company context. The study's population included all employees of PT PI, and a sample was selected using a non-probability sampling method. Data were gathered through questionnaires, literature reviews, and observations to gain comprehensive insights into the factors influencing employees' decisions to stay with the company. The findings reveal that organizational culture has a significant positive impact on employee retention. In contrast, organizational commitment did not significantly affect retention rates. Similarly, compensation also did not demonstrate a significant influence on employee retention. While compensation remains an important factor in job satisfaction, this study's results suggest it does not play a major role in employees' decisions to remain with the organization.

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Abstrak

Penelitian ini bertujuan untuk menyelidiki pengaruh budaya organisasi, komitmen organisasi, dan kompensasi terhadap retensi karyawan di PT PI. Dengan menggunakan pendekatan kuantitatif dengan desain penelitian asosiatif, penelitian ini menggali hubungan antar variabel tersebut dalam konteks perusahaan. Populasi penelitian meliputi seluruh karyawan PT PI, dan sampel dipilih menggunakan metode pengambilan sampel non-probabilitas. Data dikumpulkan melalui kuesioner, tinjauan pustaka, dan observasi untuk mendapatkan wawasan komprehensif tentang faktor-faktor yang memengaruhi keputusan karyawan untuk tetap bekerja di perusahaan. Hasil penelitian menunjukkan bahwa budaya organisasi memiliki dampak positif yang signifikan terhadap retensi karyawan. Sebaliknya, komitmen organisasi tidak secara signifikan memengaruhi tingkat retensi. Demikian pula, kompensasi juga tidak menunjukkan pengaruh yang signifikan terhadap retensi karyawan. Meskipun kompensasi tetap menjadi faktor penting dalam kepuasan kerja, hasil penelitian ini menunjukkan bahwa kompensasi tidak memainkan peran utama dalam keputusan karyawan untuk tetap bekerja di organisasi.

Kata Kunci: Budaya, komitmen organisasi, kompensasi, retensi.

INTRODUCTION

Employees are the most valuable resource within an organization, as they play a critical role in executing and managing activities to meet company objectives. Employee performance refers to the results of the work individuals perform in fulfilling the responsibilities assigned to them by the organization. Given that employees are a vital component of a company's success, it is crucial to ensure their comfort and satisfaction in the workplace. Employees who feel appreciated by the organization and are content with their roles are more inclined to contribute positively. Employee retention is an organization's ability to retain employees for a prolonged period, thereby minimizing turnover. It involves implementing strategies and practices to keep employees committed and engaged. Retention is not only about preventing employees from leaving but also about fostering a positive work environment where employees feel valued, satisfied, and motivated to contribute effectively (Jayanthi et al., 2019; Padma et al., 2014; Tricahyadinata et al., 2020).

Employee retention is critical for organizations because it impacts cost efficiency, organizational performance, and employee morale. High turnover incurs significant costs related to hiring and training new employees, whereas organizations that effectively retain employees can reduce these expenses and maintain a stable workforce. Retention also directly influences productivity and profitability, as employees who stay longer tend to be more productive and contribute to a positive work environment, thereby enhancing overall organizational performance. Furthermore, a stable workforce fosters better team dynamics and morale, while high turnover can lead to dissatisfaction among remaining employees, negatively affecting their engagement and productivity (Al Kurdi et al., 2020).

Several factors influence employee retention. First, a positive work environment and supportive organizational culture are critical, as employees value recognition, career growth opportunities, and a sense of belonging (Chavhan et al., 2025; Galiano-Coronil & Blanco-Moreno, 2024). Competitive salaries and benefits packages are also essential, as employees are more likely to stay if they feel adequately compensated for their work (Chinn et al., 2025). In addition, job satisfaction plays a significant role in retention, with factors such as job security, work-life balance, and overall role satisfaction reducing the likelihood of employees leaving (Chavhan et al., 2025; Kumar et al., 2024). Finally, demographic factors, including age, gender, and educational background, can influence retention trends; for example, younger employees may prioritize career advancement opportunities, while older employees may value job security more (Alnamlah & Nalband, 2024).

Research by Nurisman (2018) indicates that organizational culture, work environment, and employee development significantly influence job satisfaction, but their direct impact on employee retention remains ambiguous. Many studies focus on specific industries or regions, such as the ceramic sector in India (Umamaheswari & Krishnan, 2016), shopping centers in Indonesia, and the textile industry in Udumalpet, India. This limits the generalizability of findings across diverse

sectors and global contexts. Research on organizational culture and commitment often lacks a global perspective, with most studies focusing on specific cultural dimensions or regions (Dunger, 2023; Satrianto et al., 2025). Cross-national and cross-sectoral comparisons remain underexplored.

Most studies rely on cross-sectional designs, which limit the ability to understand the long-term effects of organizational culture, commitment, and compensation on retention (Satrianto et al., 2025). Comprehensive models that integrate both intrinsic (e.g., job satisfaction, engagement) and extrinsic (e.g., compensation, work environment) factors are scarce. For example, intrinsic factors such as job satisfaction and engagement are highlighted as critical but are not consistently linked to compensation and culture (Adhani et al., 2018; Chavhan et al., 2025). Few studies examine how demographic variables (e.g., gender, age) influence the relationship between organizational culture, commitment, and compensation. For instance, female employees in Ghana were found to value compensation more, but such insights are not widely studied across other contexts (Gyamfi & Essiam, 2017). The role of personality traits, such as conscientiousness, in shaping commitment and retention is underexplored, despite its potential significance (Troy, 2024).

Given the gaps identified in the literature, this study aims to: (1) examine the effect of organizational culture on employee retention at PT PI; (2) examine the effect of organizational commitment on employee retention at PT PI; and (3) examine the effect of compensation on employee retention at PT PI. The originality of this study lies in several aspects. First, unlike previous research that often examines organizational culture, commitment, and compensation in isolation or in fragmented ways, this study integrates all three variables simultaneously within a single empirical model. Second, this research focuses on PT PI, a company that exhibits unique characteristics: a segmented work culture, delayed social security provision, and compensation below the provincial minimum wage. This context provides a rare opportunity to examine retention dynamics in a setting where traditional retention factors may not operate as expected. Third, while many studies rely on cross-sectional data from large or multi-sector samples, this study offers an in-depth, company-specific analysis that can generate actionable managerial insights. Fourth, this research addresses the underexplored interaction between compensation and organizational commitment in a real-world setting where compensation has been historically inadequate. By doing so, the study contributes to the limited body of research on employee retention in small- and medium-sized enterprises (SMEs) in Indonesia, particularly those facing regulatory and cultural challenges. Finally, the findings of this study are expected to provide evidence-based recommendations for PT PI and similar companies to redesign their retention strategies, thereby bridging the gap between academic research and practical human resource management.

LITERATURE REVIEW

A constructive organizational culture, particularly one that emphasizes humanistic and self-actualizing norms, cultivates a strong sense of "fit" and satisfaction among employees, thereby significantly enhancing retention (Agbényiga, 2009). Cultural dimensions such as empowerment, coordination, organizational learning, and clearly defined goals have been shown to positively influence employees' intentions to remain with the organization, as evidenced in the Indian IT sector (John & Kavatekar, 2025). Additionally, a participative environment, along with diversity and flexibility within the organizational culture, further strengthens employee commitment and reduces turnover (Rizvi et al., 2011).

A positive workplace culture—characterized by career development opportunities, recognition, and rewards—strongly predicts retention, particularly in resource-constrained sectors such as healthcare (Chavhan et al., 2025). In summary, organizational culture plays a critical role in employee retention, shaped by elements such as participative environments, shared values, and effective communication. Leadership styles also significantly influence this culture, with transformational leadership proving particularly effective at fostering employee commitment. Furthermore, employees' perceptions of culture, job satisfaction, and engagement correlate closely

with their likelihood of staying with the organization. By prioritizing these elements, organizations can enhance their retention strategies and cultivate a more dedicated workforce.

H1: Organizational culture has a significant positive effect on employee retention.

Organizational commitment significantly enhances employee retention. Employees who feel a strong commitment to their organization are more likely to remain, as this commitment fosters a sense of belonging and loyalty (Dias et al., 2020, 2022; Umamaheswari & Joyce, 2020). Among the various dimensions of commitment, affective commitment—characterized by an emotional attachment to and strong identification with the organization—has a particularly profound impact on retention. Employees who are emotionally connected are intrinsically motivated to contribute and stay, even when faced with external opportunities (Tamosaitis & Tippett, 2008; Vandenberghe, 2021).

Several factors reinforce organizational commitment and, by extension, enhance retention. Work-life balance is critical; when employees can effectively manage personal and professional responsibilities, their commitment strengthens, and intention to leave the organization decreases (Gyamfi & Essiam, 2017; Umamaheswari & Joyce, 2020). Leadership and communication also play vital roles: ethical leadership, transparent communication, and employee empowerment cultivate an atmosphere of trust and mutual commitment, which in turn reduces turnover. Furthermore, career development opportunities—such as training, mentorship, and clear promotion paths—enhance commitment by indicating that the organization values employees' long-term growth, making them more inclined to stay (El Mountasser & Sahraoui, 2025; Gyamfi & Essiam, 2017). Lastly, fairness and justice in organizational policies, reward distribution, and procedural practices positively influence commitment and retention, as employees feel their contributions are equitably acknowledged (Hendryadi et al., 2019; Pinheiro et al., 2022). In summary, organizational commitment serves as a psychological bond that connects employees to their workplace. When nurtured through work-life balance, ethical leadership, career development, and fairness, this bond transforms into a powerful catalyst for long-term retention.

H2: Organizational commitment has a significant positive effect on employee retention.

Competitive and adequate compensation greatly decreases employee turnover and promotes long-term stability within organizations. Employees who believe they are well-compensated are more inclined to feel that their organization appreciates their contributions, resulting in higher retention rates (Syahreza et al., 2017; Venkata Naga Manjula & Sreenivasa Rao, 2020). Compensation serves not only as a financial mechanism but also as a strategic asset that bolsters workforce commitment and improves organizational resilience. Compensation has a positive impact on job satisfaction, thereby boosting employee retention. Workers who are pleased with their pay and benefits tend to stay loyal to their organizations (Kalyanamitra et al., 2020; Venkata Naga Manjula & Sreenivasa Rao, 2020; Wongso et al., 2024). For instance, in sectors such as pharmaceuticals and hospitality, job satisfaction has been shown to mediate the relationship between compensation and retention, underscoring the need to align pay structures with employee expectations (Kalyanamitra et al., 2020). This mediating effect indicates that compensation does not function independently; instead, its influence on retention is partially filtered through employees' emotional responses to their perceived pay fairness and adequacy. Additionally, the perceived fairness and transparency of compensation systems are just as important as the actual pay levels. When employees comprehend how their compensation is determined and see the process as fair, their trust in the organization grows, further enhancing retention. Non-monetary benefits—such as health insurance, retirement plans, and performance incentives—also supplement base salaries to form a comprehensive retention package. In situations where base pay is limited (for instance, in small or medium enterprises), innovative compensation strategies (such as flexible benefits and recognition awards) can still build loyalty. In conclusion, compensation works as a complex tool that influences employee retention both directly and indirectly. By providing competitive, fair, and transparent pay structures along with non-monetary benefits, organizations can encourage loyalty, decrease turnover, and improve overall workforce stability.

H3: Compensation has a significant positive effect on employee retention.

METHODS

This study employs a quantitative approach, well-suited to examining the hypothesized relationships among organizational culture, organizational commitment, compensation, and employee retention. The quantitative design enables measurement of variables through numerical data and statistical analysis, yielding objective, replicable findings. The research employs an associative design, with the primary aim of exploring the direction and strength of the relationships among the variables rather than merely describing them. Specifically, this study investigates: (1) the impact of organizational culture on employee retention, (2) the influence of organizational commitment on employee retention, and (3) the role of compensation in employee retention. Surveys serve as the primary data collection tool, capturing employees' perceptions of the three independent variables and their intentions regarding retention. The collected data are analyzed using statistical techniques, including descriptive statistics and inferential methods (e.g., multiple linear regression), to test the proposed hypotheses. This methodology ensures that the findings are empirically grounded and generalizable within the studied context.

Population and sample

The target population for this study consists of all permanent employees at PT PI. According to company records, the total population comprises 90 individuals. This group includes employees from various departments and levels within the organization, ensuring comprehensive representation of the workforce. Given the relatively small population, the study employs a total sampling (census) approach, in which the entire population is included as the sample. This method is feasible due to the manageable number of 90 employees and ensures that no eligible employee is overlooked, thereby minimizing sampling error and enhancing the representativeness of the findings. The sampling technique utilized is non-probability sampling, specifically purposive sampling, with criteria that include employees who have been with PT PI for at least one year and are willing to participate voluntarily. This criterion ensures that respondents possess sufficient experience with the company's culture, commitment practices, and compensation systems to provide valuable insights. The final sample size, derived from the distributed questionnaires, will be detailed in the results section. Aiming for a high response rate, personal coordination will be conducted with the company's human resources department.

Measurement

Employee retention is assessed using three key indicators from Ghani et al. (2022). The first indicator is career opportunities, which reflects employees' perceptions of growth and advancement prospects within the organization. The second is employee relations, which gauges the quality of interactions and communication among colleagues and with management. The third indicator is employee recognition, capturing how valued and acknowledged employees feel for their contributions. Organizational culture is evaluated based on five indicators (Hadmar et al., 2022; Hendryadi et al., 2019). These include openness, measuring the extent to which employees feel comfortable expressing their ideas and concerns; job security, reflecting employees' sense of stability and safety in their roles; feeling valued, which indicates whether employees believe the organization appreciates their efforts; cooperation, assessing the level of teamwork and mutual support among peers; and organizational clarity, referring to how well employees understand the company's goals, structure, and expectations.

Organizational commitment is measured using three indicators adapted from Meyer and Allen (1997). The first is commitment to the company, reflecting employees' emotional attachment and loyalty to the organization as a whole. The second is commitment to work, capturing employees' dedication to fulfilling their job responsibilities effectively. The third is commitment to teamwork, assessing employees' willingness to collaborate and support team objectives. Compensation is operationalized through four indicators from Sigmund et al. (2001). These include

salary, which is the base monetary compensation received for work performed; incentives, which encompass additional financial rewards such as bonuses or performance-based pay; facilities, covering non-monetary provisions such as workspace, equipment, and other workplace amenities; and health benefits, which include insurance, medical coverage, and other health-related protections provided by the organization.

Data type and data collection

This study uses quantitative data, expressed numerically and statistically analyzed, to measure variables and test causal relationships objectively. Primary data are collected directly from employees via a structured questionnaire that assesses their perceptions of organizational culture, commitment, compensation, and intention to remain with the company. This data is complemented by secondary data, including employee turnover records from 2018 to 2024 and company policies, sourced from internal documents and reports. The self-administered questionnaire is delivered electronically via Google Forms. It includes demographic information (age, gender, tenure, education) and items measuring organizational culture, commitment, compensation, and retention, using a 5-point Likert scale. It is distributed through the company's communication channels, along with a cover letter that explains the research purpose, confidentiality, and voluntary participation. Respondents have 2 weeks to complete it, with reminders sent to maximize response rates. A pilot test is conducted to ensure clarity and reliability before final distribution to 90 employees. Completed responses are stored in Google Sheets and analyzed using statistical software like SPSS or SmartPLS, with assurances of anonymity and confidentiality.

RESULTS AND DISCUSSION

Outer Model Evaluation

The analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 3.0 software. The initial outer model evaluation examined convergent validity using outer loadings. The first iteration of the outer model produced loading factors for organizational culture indicators ranging from 0.567 to 0.756, for organizational commitment indicators from 0.690 to 0.805, for compensation indicators from 0.541 to 0.776, and for employee retention indicators from 0.689 to 0.794.

Tabel 1. Convergent Validity (Outer Loading setelah Eliminasi)

Variabel	Indikator	Outer Loading
Organizational Culture	Openness (PB1)	0.720
	Job Security (PB2)	0.769
	Feeling Valued (PB3)	0.760
	Organizational Clarity (PB5)	0.709
Organizational Commitment	Commitment to Company (KO1)	0.856
	Commitment to Teamwork (KO3)	0.810
Compensation	Incentives (K2)	0.823
	Facilities (K3)	0.824
Employee Retention	Career Opportunities (RK1)	0.865
	Employee Recognition (RK3)	0.821

Table 2. AVE, Composite Reliability, and Cronbach's Alpha (Adjusted)

Variable	AVE	Composite Reliability	Cronbach's Alpha
Organizational Culture	0.547	0.828	0.724
Organizational Commitment	0.694	0.820	0.701
Compensation	0.678	0.808	0.712
Employee Retention	0.711	0.831	0.738

Indicators with loading values below 0.6 were considered for elimination. After eliminating indicators with low loadings, the final outer model retained four indicators of organizational culture: openness (0.720), job security (0.796), feeling valued (0.760), and organizational clarity (0.709). For organizational commitment, two indicators were retained: commitment to the company (0.856) and commitment to teamwork (0.810). For compensation, two indicators were retained: incentives at 0.823 and facilities at 0.824. For employee retention, two indicators were retained: career opportunities (0.865) and employee recognition (0.821).

Convergent Validity

Convergent validity was assessed using the Average Variance Extracted (AVE). The AVE value for organizational culture was 0.547, exceeding the recommended threshold of 0.5, indicating adequate convergent validity. For organizational commitment, compensation, and employee retention, the AVEs were 1.000 each, exceeding the threshold. These results confirm that the indicators adequately measure their respective constructs.

Discriminant Validity

Discriminant validity was evaluated using cross-loading values. Each indicator's loading on its own construct was higher than its cross-loadings on other constructs. For example, the indicator for openness loaded at 0.720 on organizational culture, while its cross-loadings on other constructs ranged from 0.308 to 0.512. Similarly, the commitment indicator loaded at 0.856 on organizational commitment, with cross-loadings below 0.473. These results satisfy the criteria for discriminant validity.

Reliability Testing

Composite reliability values were calculated to assess internal consistency. Organizational culture had a composite reliability of 0.828, while organizational commitment, compensation, and employee retention each had a value of 1.000. All values exceed the recommended threshold of 0.7, indicating satisfactory reliability. Cronbach's alpha values also supported reliability: organizational culture (0.724), organizational commitment (1.000), compensation (1.000), and employee retention (1.000), all above the 0.7 threshold.

Inner Model Evaluation

The inner model was evaluated to examine the structural relationships among variables. The path coefficient indicated that organizational culture had a positive effect on employee retention, with a coefficient of 0.457, indicating that a one-unit increase in organizational culture is associated with a 45.7% increase in employee retention. Organizational commitment had a smaller positive effect, with a coefficient of 0.150, while compensation had a larger positive effect, with a coefficient of 0.245, on employee retention.

The model's goodness-of-fit was assessed using several indices. The Standardized Root Mean Square Residual (SRMR) value was 0.098 for both the saturated and estimated models, indicating acceptable fit. The d_{ULS} value was 0.528, and the d_G value was 0.245, both suggesting adequate fit. The Chi-Square value was 196.130, which is sensitive to sample size, and the Normed Fit Index (NFI) was 0.484, indicating room for improvement in explaining the variance in the data. The R-square value for employee retention was 0.500, indicating that organizational culture, organizational commitment, and compensation collectively explain 50% of the variance in employee retention. The remaining 50 percent is explained by other variables not included in this study.

Table 3. Summary of inner model and hypothesis testing

Parameter	Value
R Square	0.512
R Square Adjusted	0.500
Goodness of Fit	
SRMR	0.098
d_{ULS}	0.528
d_G	0.245
Chi-Square	196.130
NFI	0.484
H1: Organizational Culture → Retention	Original Sample = 0.548, T = 5.857, p = 0.000
H2: Organizational Commitment → Retention	Original Sample = 0.098, T = 0.906, p = 0.365
H3: Compensation → Retention	Original Sample = 0.029, T = 0.359, p = 0.720

Three hypotheses were examined using bootstrapping procedures in SmartPLS, and the results are outlined below. Hypothesis 1 (H1) suggested that organizational culture has a positive and significant impact on employee retention. The analysis yielded an original sample value of 0.548, a t-statistic of 5.857, and a p-value of 0.000. Since the p-value is below the 0.05 significance threshold, H1 is accepted. This finding indicates that organizational culture significantly and positively influences employee retention at PT PI. Hypothesis 2 (H2) posited that organizational commitment positively and significantly affects employee retention. The results indicated an original sample value of 0.098, a t-statistic of 0.906, and a p-value of 0.365. Given that the p-value exceeds 0.05, H2 is rejected, suggesting that organizational commitment does not have a statistically significant effect on employee retention in this study. Hypothesis 3 (H3) asserted that compensation has a positive and significant effect on employee retention. The analysis produced an original sample value of 0.029, a t-statistic of 0.359, and a p-value of 0.720. With a p-value above 0.05, H3 is also rejected, indicating that compensation does not significantly affect employee retention at PT PI.

Discussion

The finding that organizational culture has a positive and significant effect on employee retention aligns with previous studies. Putra and Utama (2018) found that organizational culture positively influences employee retention, as a supportive culture encourages employees to remain with the company. Supriyadi et al. (2021) also demonstrated that organizational culture plays an important role in retention through outsourced employee productivity. Similarly, Gayatri et al. (2024) confirmed that organizational culture has a significant positive influence on employee retention at PT Karya Safari. Collectively, these findings suggest that strengthening organizational culture—by fostering openness, job security, recognition, cooperation, and clarity—can improve employee retention. This result supports the acceptance of H1.

The rejection of H2 indicates that organizational commitment does not significantly affect employee retention at PT PI. This finding is consistent with research by Mardhani and Dewi (2022), who found that although organizational commitment has a positive influence on retention, the effect is not statistically significant, possibly because other factors such as job satisfaction and compensation have more direct effects. In the present study, the indicators for commitment to the

company and commitment to teamwork showed the lowest values among all measured indicators. Low commitment to the company may stem from a lack of recognition, unclear career development paths, or dissatisfaction with company culture. Low commitment to teamwork may indicate problems in team dynamics, lack of cooperation, or interpersonal conflict. These issues can reduce employees' emotional attachment and weaken the direct effect of commitment on retention.

The rejection of H3 suggests that compensation does not significantly affect employee retention in this context. This finding echoes research by Violetta and Edalmen (2020), who found that while compensation positively influences job satisfaction, its direct effect on retention is not statistically significant. Gayatri et al. (2024) also reported that compensation's effect on retention is smaller than that of organizational culture and training. Other factors that were not examined in this study, such as job autonomy, task significance, feedback, and employee well-being, may have a greater impact on retention than compensation alone. Research by Nurisman (2018) and Lestari and Utami (2024) similarly suggests that non-financial aspects of work often play a more decisive role in retaining employees. Therefore, companies should focus on improving motivating job characteristics, creating positive work environments, and building strong working relationships to enhance employee retention.

CONCLUSION

This study investigated the impact of organizational culture, commitment, and compensation on employee retention at PT PI using a quantitative, structural equation modeling approach. The findings revealed that organizational culture positively influences retention, supporting the hypothesis that a supportive work environment encourages employees to stay. However, organizational commitment did not have a significant effect, leading to the rejection of that hypothesis. Despite moderate commitment levels, factors such as weak team dynamics and a lack of recognition may contribute to this weak correlation. Similarly, compensation did not show a significant impact on retention, leading to the rejection of the third hypothesis. Although employees expressed general satisfaction with incentives, factors such as job autonomy and employee well-being appear to be more influential than financial rewards. Overall, the three independent variables explained a significant portion of the variance in employee retention, while other factors, such as leadership style and job satisfaction, remain unexamined.

For PT PI, the findings indicate that enhancing organizational culture should be the primary strategy for improving employee retention. Management should prioritize fostering an environment of openness, job security, recognition, cooperation, and clarity within the organization. Specific actions include implementing regular feedback mechanisms, facilitating cross-departmental collaboration initiatives, and establishing employee recognition programs. While commitment and compensation were not found to be significant factors, they should not be overlooked; rather, they should be addressed alongside cultural enhancements. For instance, strengthening team dynamics and clarifying career progression may indirectly boost commitment, while ensuring fair and transparent compensation remains a fundamental expectation.

Several limitations should be noted. First, the study's cross-sectional design captures relationships at a single point in time and cannot establish causality, indicating a need for longitudinal research. Second, the sample was limited to PT PI, a single company with a small employee base, affecting the generalizability of the findings. Future research should include multiple organizations. Third, mediating or moderating variables such as job satisfaction, employee well-being, or leadership style were not examined, which could have clarified the non-significant effects of commitment and compensation. Future studies should consider these variables for a more comprehensive retention model. In conclusion, organizational culture is the most influential factor for employee retention at PT PI. To decrease turnover, the company should prioritize cultural

enhancement over merely increasing commitment or compensation, as this approach is likely to produce more sustainable retention outcomes.

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