The Influence of Work Environment, Compensation, and Career Development on Employee Retention at PT. Waskita Beton Precast Sales Area 3 Surabaya

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ABSTRACT

This study aims to analyze the influence of work environment, compensation, and career development on employee retention. The object of this research is PT. Waskita Beton Precast Sales Area 3 Surabaya. The research method employs a quantitative approach. Data were collected through questionnaires and analyzed using multiple linear regression. The research sample consists of employees of PT. WSBP Sales Area 3 Surabaya. The results show that simultaneously, the work environment, compensation, and career development have a positive and significant influence on employee retention. Partially, each of the three independent variables also demonstrates a significant influence on the employee retention variable. Therefore, it can be concluded that improving the quality of the work environment, providing appropriate compensation, and offering clear career development opportunities can enhance employee retention. This research provides practical implications for the company in formulating human resource management strategies to reduce employee turnover.

INTRODUCTION

An organization is a social structure consisting of a group of individuals working together to achieve common goals (Wijayanto, 2018). In a business organization, the main goal is to generate profit through various organized activities. Human resources (HR) are a critical component in an organization as they determine the achievement of the set objectives. Employee productivity reflects the overall performance of the organization, making a positive relationship between the organization and HR essential.

Employee performance plays a crucial role in the success of a company. Poor employee performance can hinder the achievement of company goals, so it is necessary for the company to build a strong internal strategy, including employee development efforts, to face intense competition (Rahmat et al., 2024). One important strategy is to improve employee retention, which refers to efforts to retain employees within the company to effectively achieve the organization's vision, mission, and objectives (Ningsih, 2024). Low retention negatively impacts the company's operations and performance.

Several key factors influence employee retention, including the work environment, compensation, and career development. A comfortable, clean, and safe work environment positively impacts employee retention, as it enhances well-being and job satisfaction (Saputra, 2021). Additionally, compensation in the form of salary, benefits, and incentives serves as a primary motivation for employees to stay (Fadilah, 2021). Equally important, career development provides employees with opportunities to develop their potential and increase loyalty to the company (Rivai, 2021).

This research focuses on PT. Waskita Beton Precast Sales Area 3, located at Jl. Jemursari Selatan II No. 2A/2B, Wonocolo District, Surabaya, East Java.

The company operates in the production and sale of precast concrete for large-scale construction projects in Indonesia. PT. Waskita Beton Precast, as a subsidiary of a large state-owned enterprise (SOE), faces issues with high employee turnover and declining human resource management, which has led to low employee retention. Therefore, it is important for the company to consider retention factors to maintain business stability and sustainability.

In 2023, the number of employees at PT. Waskita Beton Precast (WSBP) Sales Area 3 Surabaya was recorded at 41 people. However, in 2024, the number decreased to 36 people. As one of the concrete companies and a subsidiary of a large SOE contractor, with many competitors in the same business line, employees are required to work optimally to maximize results for customers. These figures indicate that PT. WSBP needs to improve the comfort of the work environment, adjust compensation offerings, and continue to provide career development opportunities for employees. This highlights that PT. WSBP faces challenges in human resource management moving forward. Therefore, the company must prepare strategies to support employee needs and well-being, including efforts to improve employee loyalty and quality.

LITERATURE REVIEW

Work Environment

The work environment is one of the crucial aspects that influence employee behavior and decision-making within a company. A positive work environment can enhance employee motivation, which ultimately leads to increased organizational productivity. According to Nitisemito (2015:109), the work environment encompasses everything around the employee that can affect their performance in carrying out assigned tasks, such as cleanliness, music, comfort, and other factors that positively influence work enthusiasm. Furthermore, Reksohadiprodjo & Gitosudarmo (2015) emphasize that the work environment refers to the state of the workplace, which must be arranged in such a way that it does not interfere with employees' activities, allowing productivity to increase and production costs to be reduced year after year. Based on these perspectives, it can be concluded that the work environment includes all elements that are in close proximity to employees and affect job satisfaction as well as

employee retention levels, which will ultimately contribute to achieving the organization's overall goals.

Compensation

The role of human resources is crucial in helping companies achieve their established goals, considering that each employee has diverse skills, capabilities, needs, and other characteristics, such as gender. One form of organizational appreciation for employee contributions is the provision of compensation. According to Fahrulaini (as cited in Nurdin et al., 2023), compensation can be categorized into two types: direct financial compensation and indirect compensation. Indirect compensation refers to forms of reward provided beyond basic salary. In addition, Herzberg (2018) emphasizes that financial compensation includes salary, allowances, and incentives, while non-financial compensation consists of elements such as access to company facilities, verbal recognition, comfort in the workplace, promotional opportunities, motivation, and a supportive work environment. Based on these various definitions, it can be concluded that compensation is a form of recognition from the company to its employees, divided into two main types: financial compensation, which consists of salary, allowances, and incentives, and non-financial compensation, which consists of work facilities, appreciation, comfort, promotion opportunities, motivation, and a positive working environment.
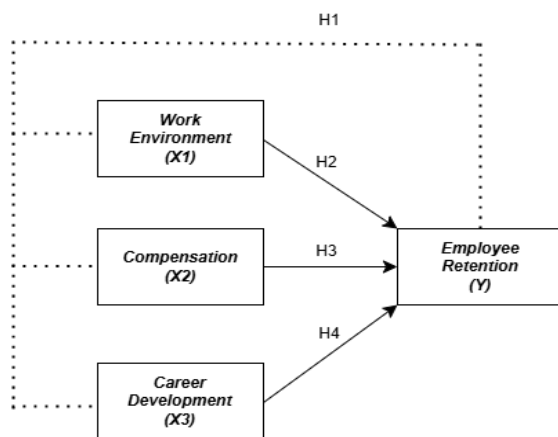
Career Development

Career development is one of the key aspects that must be considered in human resource management to ensure employee loyalty to the company. In addition to the work environment and compensation, the existence of career development programs has been proven to increase employee retention. This development occurs when companies openly provide employees with opportunities to enhance their skills and abilities to support future career advancement. According to Rivai (as cited in Suindra et al., 2019), career development is related to several aspects, including job performance, exposure, networking, resignations, organizational loyalty, mentors and sponsors, key subordinates, growth opportunities, and experience all of which are important factors in an employee's career progression. Furthermore, Kaseger (as cited in Putri & Frianto, 2019) argues that career development has a direct impact on employee performance, as it is a formal approach taken by companies to ensure that employees possess the qualifications, skills, and experience that align with the needs of the organization.

Employee Retention

According to Mathis and Jackson (as cited in Saputri, 2023), employee retention refers to a company's efforts to retain its employees within the organization, with the goal of supporting the achievement of organizational objectives as effectively as possible. Similarly, Dessler (2020) defines employee retention as a manager's intention to ensure that employees remain with the company after the organization has invested time and resources into recruiting and training them.

Framework

Figure 1. *Research Framework*

Keterangan:

X = Independent Variables, namely Work Environment, Compensation, and Career Development

Y = Dependent Variable, namely Employee Retention

⟶ = Partial influence

- - - - = Simultaneous Effect

METHOD

Research Design

This research uses quantitative methods with multiple linear regression approaches to analyze the effect of independent variables on the dependent variable. This research design is causal, which aims to examine the cause-and-effect relationship between Work Environment, Compensation, and Career Development on Employee Retention.

Population and Sample

This study employed a non-probability sampling method, specifically using saturated sampling (also known as census sampling) to determine the sample. This technique was chosen because all members of the population were included in the sample for analysis. Therefore, the research involved the entire employee population of PT. Waskita Beton Precast Sales Area 3 Surabaya, totaling 36 employees as the research sample.

Data Collection Method

The data used in this study were obtained through a questionnaire distributed to PT. Waskita Beton Precast Sales Area 3 Surabaya employees. This questionnaire consists of several indicators that have been tested for validity and reliability to measure each research variable. In addition, this study also used observations and interviews to obtain additional information about conditions in the company

Data Collection Method

The collected data were analyzed using multiple linear regression analysis with the help of statistical software, namely SPSS version 30. Validity and reliability tests were carried out to ensure the accuracy of the research instruments. In addition, classical assumptiontests,fsuchasnormality, heteroscedasticity, multicollinearity, andautocorrelation tests were conducted to ensure that the regressionmodel met the statistical requirements. Hypothesis testing was conducted using the t test (partial) and F test (simultaneous) with a significance level of $\alpha = 0.05$

RESULT

Validity Test

The validity test is carried out to ascertain whether the questionnaire has the ability to accurately measure the variables under study. To assess validity, researchers used the SPSS (Statistical Product and Service Solutions) 30 program for Windows. The results of testing the validity of indicators for each independent variable and the dependent variable are as follows.

Table 1. *Validity Test Result*

Variable	Indicator	r Calculated	r Table	Description
Work Environment	X1.1	0,892	0,3291	Valid
	X1.2	0,869	0,3291	Valid
	X1.3	0,884	0,3291	Valid
	X1.4	0,841	0,3291	Valid
	X1.5	0,813	0,3291	Valid
Compensa-tion	X2.1	0,877	0,3291	Valid
	X2.2	0,818	0,3291	Valid
	X2.3	0,874	0,3291	Valid
	X2.4	0,835	0,3291	Valid
	X2.5	0,905	0,3291	Valid
Career Development	X3.1	0,814	0,3291	Valid
	X3.2	0,880	0,3291	Valid
	X3.3	0,911	0,3291	Valid
	X3.4	0,859	0,3291	Valid
	X3.5	0,859	0,3291	Valid
Employee Retention	Y1.1	0,763	0,3291	Valid
	Y1.2	0,834	0,3291	Valid
	Y1.3	0,879	0,3291	Valid
	Y1.4	0,861	0,3291	Valid
	Y1.5	0,875	0,3291	Valid

Based on the results of the Validity Test data processing above, the value of r count is greater than r table. Therefore, each of the research variables is considered valid

Reliability Test Results

The reliability test aims to ensure that the measuring instrument used in the study is accurate. Reliability tests are also used to evaluate reliable statements or questions. To assess reliability, researchers used the SPSS (Statistical Product and Service Solutions) 30 program for Windows. The test results are as follows

Table 1. *Reliability Test Result*

Variable	Alpha Value (r calculated)	Cronach's Alpha min	Description
Work Environment	0,6	0,912	Reliable
Compensation	0,6	0,913	Reliable
Career Development	0,6	0,915	Reliable
Employee Retention	0,6	0,897	Reliable

The table above shows that the variables Work Environment (X1), Compensation (X2), Career Development (X3), and Employee Retention (Y) are considered reliable, as the Cronbach's Alpha (r-value) for each is greater than 0.6. Therefore, all variables are declared reliable.

Normality Test Result

The normality test aims to determine whether the residual value is normally distributed or not. In this study, the Kolmogorov-Smirnov statistical test was used to prove that the data could be normally distributed or not. Data is said to be normally distributed if the significance value is more than 0.05

Table 2. *Normality Test Result*

			Unstandardized Residual
N			36
Uniform Parameters[a,b]	Minimum		-3.24487
	Maximum		2.71257
Most Extreme Differences	Absolute		.173
	Positive		.055
	Negative		-.173
Test Statistic			.173
Monte Carlo Sig. (2-tailed)[c]	Sig.		.205
	99% Confidence Interval	Lower Bound	.195
		Upper Bound	.216

a. Test distribution is Uniform.
b. Calculated from data.

The table above shows a data distribution significance value of 0.205. Since this value is greater than 0.05, it can be concluded that the normality test results indicate the data is normally distributed.

Multicolonierity Test Result

The multicollinearity test is used to determine whether there is a correlation between the independent variables in the regression. To identify the presence of multicollinearity symptoms, look at the VIF (Variance Inflation Factor) results. The VIF value should not be more than 10, if more than that, multicollinearity will occur. The test results are as follows:

Table 4. *Multicolonierity Test Result*

Variable	Tolerance	VIF	Description
Work Environment	0,864	1,158	Multicollinearity does not occur
Compensation	0,907	1,103	Multicollinearity does not occur
Career Development	0,826	1,210	Multicollinearity does not occurs

Based on the multicollinearity test results, the tolerance values for all independent variables were above 0.10, and the Variance Inflation Factor (VIF) values were below 10. Specifically, the Work Environment variable (X1) had a tolerance of 0.864 and a VIF of 1.158; the Compensation variable (X2) had a tolerance of 0.907 and a VIF of 1.103; and the Career Development variable (X3) had a tolerance of 0.826 and a VIF of 1.210. These values indicate that no multicollinearity symptoms were detected among the independent variables in the regression model used in this study.

Heteroscedasticity Test

The purpose of the heteroscedasticity test is to determine whether there is inequality in the variance of the residuals in the regression model for each observation. The Glejser test, which regresses the absolute value of residuals against all independent variables, is one way to identify heteroscedasticity. The results of this test will indicate whether heteroscedasticity can be shown by a certain pattern in the distribution of the residuals

Figure 2. Heteroscedasticity Result
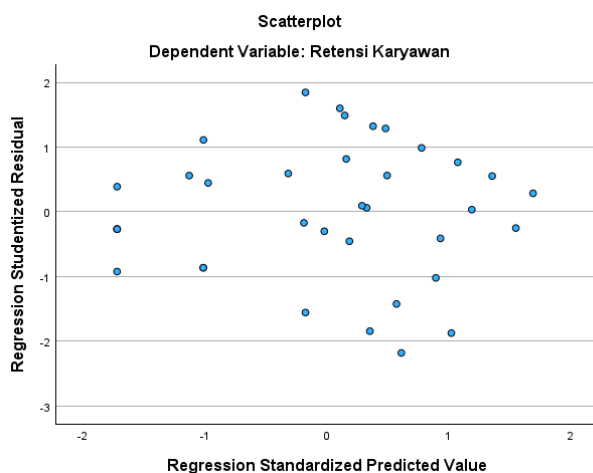
In the scatterplot, the data points are randomly and evenly distributed above and below the value of 0 on the Y-axis. This distribution indicates that no heteroscedasticity is present in the regression model used for hypothesis testing.

Autocorrelation Test

The autocorrelation test in this study aimed to identify whether any correlation exists among the residuals in the linear regression model. A good regression model should not exhibit autocorrelation.

The decision regarding the presence of autocorrelation was made using the Durbin-Watson statistic.

Table 3. Autocorrelation Test Result

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.615[a]	.379	.321	1.631	2.344

a. Predictors: (Constant), Pengembangan Karir, Kompensasi, Lingkungan Kerja

b. Dependent Variable: Retensi Karyawan

The result showed a Durbin-Watson value of 2.344, with a lower limit (DL) of 1.2953 and an upper limit (DU) of 1.6539. Based on the Durbin-Watson table at a 5% significance level, and with 36 data points and 3 independent variables, the result falls within the range of $1.2953 < 2.344 < 2.7047$. Therefore, it can be concluded that no autocorrelation was present in the regression model.

Analysis of Multiple Linear Regression

Multiple linear regression analysis is required in research that has two or more independent variables. Multiple linear regression analysis is used to show how much influence the increase and decrease in the value of the dependent variable has on two or more independent variables. Researchers used the SPSS 30 program, with the following results:

Table 6. Multiple Linear Regression Test Result

Coefficients[a]

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	3.791	4.439		.854	.399
	Lingkungan Kerja	.455	.155	.440	2.934	.006
	Kompensasi	.172	.148	.170	1.164	.253
	Pengembangan Karir	.204	.152	.205	1.340	.190

a. Dependent Variable: Retensi Karyawan

Based on the regression equation, the constant value was found to be 3.791, meaning that if the variables Work Environment (X1), Compensation (X2), and Career Development (X3) are held constant, the predicted value of Employee Retention (Y) would be 3.791. The regression coefficient for Work Environment (X1) was 0.455, indicating that a one-unit increase in this variable would increase employee retention by 0.455. The Compensation variable (X2) had a coefficient of 0.172, implying that each unit increase in compensation would improve employee retention by 0.172. Meanwhile, Career Development (X3) had a coefficient of 0.204, meaning that an increase in this variable would lead to a 0.204 increase in employee retention.

Coefficient of Determination (R2)

The coefficient of determination serves to assess the feasibility of an analysis equation in further proof and measures the extent to which the independent variable is able to explain the dependent variable. The following is the coefficient of determination that has been determined:

Table 7. *Coefficient of Determination Test Result*

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.615^a	.379	.321	1.631	2.344

a. Predictors: (Constant), Pengembangan Karir, Kompensasi, Lingkungan Kerja
b. Dependent Variable: Retensi Karyawan

Based on the results, the coefficient of determination (R²) is 0.379, indicating that the variables Work Environment (X1), Compensation (X2), and Career Development (X3) collectively influence Employee Retention (Y) by 37.9%. Meanwhile, the remaining 62.1% is influenced by other factors not included in this study. This suggests that while the analyzed variables significantly contribute to explaining employee retention, external factors still have a more dominant impact.

F-test

The simultaneous test, or F-test, is used to determine whether the independent variables—Work Environment (X1), Compensation (X2), and Career Development (X3)—collectively have a significant effect on the dependent variable, Employee Retention (Y). This test was conducted using a significance level of 0.05. The results showed that the calculated F-value (Fcount) was greater than the F-table value of 2.901, with the degrees of freedom calculated as n – k – 1 (36 – 3 – 1 = 32). Therefore, the F-test indicates that the independent variables have a significant simultaneous effect on employee retention.

Table 4. *F Test Result*

Coefficients^a

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	3.791	4.439		.854	.399
	Lingkungan Kerja	.455	.155	.440	2.934	.006
	Kompensasi	.172	.148	.170	1.164	.253
	Pengembangan Karir	.204	.152	.205	1.340	.190

a. Dependent Variable: Retensi Karyawan

Based on the results of the F-test, the significance value in this study was 0.0001, which is less than the determined significance level of 0.05. The calculated F-value was 19.653, which is greater than the F-table value of 2.901. These results indicate that the independent variables Work Environment (X1), Compensation (X2), and Career Development (X3) have a significant simultaneous effect on Employee Retention (Y).

T-test

The T-test is used to determine whether each independent variable has a significant partial effect on the dependent variable. The results of the T-test are as follows:

Table 5. *T Test Result*

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	101.604	3	33.868	19.653	<,001^b
	Residual	55.146	32	1.723		
	Total	156.750	35			

a. Dependent Variable: Reteni Karyawan
b. Predictors: (Constant), Pengembangan Karir, Lingkungan Kerja, Kompensasi

Based on the results in Table 4.16, the partial hypothesis test shows that the work environment variable (X1) has a significant positive effect on employee retention (Y), with a significance value of 0.016 < 0.05 and a t-count of 2.934 > 1.692, thus H1 is accepted. In contrast, the compensation variable (X2) has a significance value of 0.190 > 0.05 and a t-count of 1.164 < 1.692, indicating that H2 is rejected, meaning compensation does not have a significant effect on employee retention. Similarly, the career development variable (X3) shows a significance value of 0.253 > 0.05 and a t-count of 1.340 < 1.692, leading to the rejection of H3, suggesting that career development also does not significantly affect employee retention. Therefore, it can be concluded that only the work environment significantly influences employee retention, while compensation and career development do not.

DISCUSSION

The Effect of Work Environment on Employee Retention

Based on the research results, the work environment has a positive and significant effect on employee retention, as indicated by a t-value of 2.934 > 1.692 and a significance value of 0.016 < 0.05. This finding suggests that PT. WSBP Sales Area 3 Surabaya has provided a fairly conducive work environment. The better the employees perceive their work environment, the more likely they will develop a sense of loyalty toward the company. When employees feel comfortable and safe in their work environment, they tend to enjoy their jobs more and are more willing to stay and contribute to the organization.

The Effect of Compensation on Employee Retention

Based on the research results, compensation has a negative and insignificant effect on employee retention, as indicated by a significance value of $0.190 > 0.05$ and a t-value of $1.164 < 1.692$. This suggests that PT. WSBP Sales Area 3 Surabaya has provided compensation in accordance with company obligations, but there are likely other external factors beyond the scope of this study that have a more significant impact on increasing employee retention.

The Effect of Career Development on Employee Retention

Based on the research findings, career development has a positive but not significant effect on employee retention, as indicated by a significance value of $0.253 > 0.05$ and a t-value of $1.340 < 1.692$. This suggests that although PT. WSBP Sales Area 3 Surabaya provides employees with opportunities for career development, there are other external factors outside the research variables that have a more significant impact on increasing employee retention.

The Effect of Work Environment, Compensation, and Career Development on Employee Retention

Based on the results of the simultaneous test (F-test), the three independent variables Work Environment (X1), Compensation (X2), and Career Development (X3), have a significant joint effect on Employee Retention (Y), as shown by an F-value of $19.653 > 2.9011$ and a significance level of $0.0101 < 0.05$. This indicates that PT. WSBP Sales Area 3 Surabaya has successfully improved employee retention by focusing on these three key factors. The company has demonstrated strong efforts in maintaining and developing its workforce, as reflected by the majority of employees having a tenure of 1–5 years and supported by questionnaire results highlighting reasons such as a conducive work environment, appropriate compensation, and career development opportunities. Thus, PT. Waskita Beton Precast Sales Area 3 Surabaya has effectively enhanced its employee retention.

CONCLUSION

Based on the research findings, several conclusions can be drawn. First, the simultaneous test (F-test) shows that the variables Work Environment (X1), Compensation (X2), and Career Development (X3) have a significant joint effect on Employee Retention (Y). This indicates that PT. WSBP Sales Area 3 Surabaya has successfully improved employee retention by focusing on these three main factors. The company is considered effective in managing and developing its workforce, as seen from the majority of employees having a work duration of 1–5 years and

supported by survey results showing that key reasons employees stay include a conducive work environment, appropriate compensation, and opportunities for career growth.

Second, the partial test (t-test) indicates that the Work Environment (X1) has a significant and positive effect on Employee Retention (Y). The better the work environment, the more employees feel comfortable and secure, leading to stronger loyalty and greater job satisfaction, which encourages them to stay.

Third, Compensation (X2) has no significant effect on Employee Retention (Y). Although PT. WSBP has fulfilled its compensation obligations, there are likely other factors outside of this study that more significantly influence retention. Nonetheless, fair and well-managed compensation remains important for achieving company goals and retaining employees.

Lastly, Career Development (X3) also does not significantly affect Employee Retention (Y). However, providing career development opportunities can still foster employee loyalty. When employees are given room to grow, they are more likely to feel invested in the company and want to develop within it.

Based on the research conducted, the following suggestions can be made:

1. This study contributes to the development of theories related to the influence of work environment, compensation, and career development on employee retention at PT. WSBP Sales Area 3 Surabaya. It serves as a reference to validate and critique existing theories, while also offering new perspectives on other factors that affect employee retention. Therefore, this research can be used as a foundation for building more comprehensive theories in business administration.

2. For future researchers, this study shows that some independent variables did not significantly influence the dependent variable. Future studies are encouraged to consider other variables that may contribute more significantly to employee retention. Additionally, researchers could use a larger sample size or apply qualitative methods to gain deeper insights into the factors influencing employees' decisions to stay with a company.

3. For companies, the findings suggest reviewing policies related to wages, incentives, and bonuses to help boost employee motivation. Furthermore, providing clearer career development paths—through training, mentoring, and promotion opportunities—can help employees see a structured future within the organization. It is also important to maintain a positive work culture, including strengthening

relationships between employees and management, to foster employee loyalty.

4. For other stakeholders, such as government agencies and labor unions, there is a need to focus more on employee welfare, particularly in setting workplace standards and policies that improve employee well-being and retention. For company management, this study can serve as a reference in developing strategies to improve employee retention. For employees themselves, it is encouraged to proactively seek growth opportunities within the company, including promotions, compensation benefits, and contributing to a positive work environment.

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