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The Effect of Career Development, Skills, and Job Evaluation on Employee Retention

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Abstract

High turnover can disrupt operations, reduce service quality, and increase recruitment and training costs. Therefore, appropriate managerial strategies are essential to improve retention and support optimal healthcare facility operations. The purpose of this study was to determine the influence of career development, skills, and job evaluation on employee retention. This study aimed to examine the influence of career development, skills, and job evaluation on employee retention. A quantitative research approach was employed using a structured questionnaire distributed to 149 employees. Data were analyzed using multiple linear regression with SPSS. The results showed an F-test value of 0.000, meaning that career development, skills, and job evaluation together have a significant influence on employee retention. In addition, the T-test results obtained job evaluation (Sig. 0.000), skills (Sig. 0.000), and career development (Sig. 0.067). It was concluded that there was a significant influence of job evaluation and skills. Meanwhile, career development did not have a significant effect on employee retention. The study implies that hospital management should prioritize continuous training programs, competency enhancement initiatives, and objective performance evaluation systems to strengthen employee retention and maintain the quality and stability of healthcare services.

Keywords

Career Development, Job Evaluation, Retention, Skills.

1. Introduction

Hospitals rely heavily on competent and committed human resources to maintain service quality and ensure effective healthcare delivery (Cogin et al., 2016). High employee turnover can disrupt operations, increase workloads, and generate additional recruitment and training costs, making employee retention a critical organizational concern (Khilwan, 2023). Beyond reducing turnover, retention helps preserve institutional knowledge, maintain continuity of patient care, and support a stable organizational environment (Raynor, 2025). One of the key challenges for hospitals is managing career development, skills enhancement, and performance evaluation in ways that encourage employees to remain with the organization (Supic et al., 2010). Career development provides opportunities for growth and advancement, skills development ensures employees remain competent in a dynamic healthcare environment, and performance evaluation offers feedback and recognition that can strengthen commitment. When effectively implemented, these human resource practices can foster employee loyalty and contribute to long-term organizational sustainability.

WHO reports highlights the global challenge of healthcare worker retention, particularly in remote and rural areas. The report indicates that the retention rate for healthcare workers in such regions is only 81.6%, and even after more than two decades of service, this figure rises only slightly to 85% (World Health Organization, 2020). This means that turnover remains at a rate of 15–18% per year, signaling a serious challenge for healthcare systems worldwide, especially in areas with limited access and resources. For hospitals in Indonesia, which often face resource constraints and high patient demands, this issue becomes even more critical.

Previous studies have shown that multiple factors influence employee retention. Research by Khilwan (2023) at Muhammadiyah Mardhatillah Hospital in Pematang found that organizational components, communication, job design, compensation, career opportunities, and employee relationships significantly affect retention. Similarly, Bella et al. (2024) at Ibnu Sina Islamic Hospital in Padang Panjang noted that employee turnover continued to increase from 8.13% in 2020 to 14.06% in 2022, reflecting a growing challenge in maintaining workforce stability. At Sinar Husni General Hospital in Medan, Kristia and Arnida (2024) revealed that organizational commitment, job stress, and compensation significantly influenced nurse retention. These findings suggest that retention is a multifaceted issue, requiring attention not only to financial incentives but also to organizational culture, career pathways, and employee engagement.

The main focus of this study is the persistently high employee turnover rate in various hospitals in Indonesia, including a similar potential at Sarimulia Hospital in Banjarmasin. Data from several hospitals indicates that healthcare worker retention is under pressure. At Sinar Husni General Hospital in Medan, for example, the number of nurses leaving reached 23 in one year, causing a sharp increase in workload in critical areas such as the ICU and operating rooms (Kristia & Arnida, 2024). Likewise, at Ibnu Sina Islamic Hospital in Padang Panjang, the turnover rate rose from 8.13% in 2020 to 14.06% in 2022 (Bella et al., 2024). These cases illustrate the tangible impact of turnover on hospital operations, where the departure of even a small number of staffs can significantly affect service delivery and patient outcomes. This situation reflects a gap between *das sollen* (managerial ideals such as optimal career development and job evaluation) and *das sein* (the reality of high employee intentions to leave). While hospitals may aspire to provide structured career paths, continuous training, and fair evaluations, the reality often falls short due to budget limitations, managerial inefficiencies, or lack of strategic planning. As a result, employees may feel undervalued, overworked, or uncertain about their future, leading to higher turnover intentions.

Based on these phenomena, this study was conducted to examine the simultaneous effect of career development, skills, and job evaluation on employee retention at Sarimulia Hospital, Banjarmasin. By focusing on these three variables, the research aims to provide empirical evidence on which aspects most strongly influence retention and how hospitals can design effective strategies to reduce turnover. The findings are expected to contribute to the broader discourse on human resource management in healthcare, offering insights for hospital administrators, policymakers, and researchers concerned with improving workforce stability and service quality.

2. Literature Review and Hypothesis Development

2.1. The Influence of Career Development on Employee Retention

Career development is a crucial factor in increasing employee retention because it provides clarity of direction and advancement opportunities for individuals within the organization. According to Allen and Meyer (1990), organizational commitment theory, career development opportunities can increase employees' affective commitment, thus encouraging them to stay. In addition, career development functions as a motivating factor that intrinsically promotes job satisfaction and employee engagement, both of which are important determinants of retention (Wulandari & Athoillah, 2025). Nevertheless, the effectiveness of career development initiatives largely depends on employees' perceptions of fairness, accessibility, and the availability of advancement opportunities.

Previous studies have consistently demonstrated the positive role of career development in reducing turnover intentions and improving employee retention. Research by Friska et al. (2023) found that effective career planning enhances organizational efficiency and performance while helping organizations manage employee careers to minimize negative outcomes such as turnover intention. Similarly, Pradipta and Suwandana (2019) reported that career development has a significant influence on employee retention. Supporting these findings, Nurmalitasari (2021) revealed that well-structured training and promotion programs contribute to higher job satisfaction, which subsequently strengthens employee retention. The better the career development an organization provides, the more likely employees are to stay. Based on these findings, career development is expected to play an important role in encouraging employees to remain with the organization.

H1: Career development has significant influence on employee retention.

2.2. The Influence of Skills on Employee Retention

Skills play a strategic role in increasing employee retention because they are directly related to competence and confidence in their work. Job embeddedness theory explains that the stronger an individual's attachment to their job, including through their skills, the less likely they are to leave the organization (Kiazad et al., 2015). Consequently, organizations increasingly view skill development as an important strategy for enhancing employee engagement and retention. Training and competency-building initiatives not only improve employees' capabilities but also create mutual benefits for both employers and employees by supporting career growth, performance improvement, and organizational sustainability (Elsafty & Oraby, 2022). Therefore, continuous investment in employee skill development is considered essential for maintaining a committed and capable workforce.

Previous studies have highlighted the positive relationship between skills development and employee retention. Cloutier et al. (2015) emphasized that organizations should make long-term investments in formal and job-related training

that are accessible to all employees, as such initiatives promote employee loyalty, increase productivity, reduce turnover, and strengthen organizational competitiveness. Similarly, Damei (2020) found that effective job training enhances employee loyalty and retention. Violetta and Edalmen (2020) further reported that competency development fosters a sense of appreciation among employees, thereby increasing their willingness to remain with the organization. In addition, Cloutier et al. (2015) argued that employee retention should be incorporated into strategic organizational planning to support productivity, profitability, and long-term growth. Employees with high skills tend to be more productive and feel they have greater value within the organization. Therefore, improving skills through training and development is a crucial strategy for workforce retention.

H2: Skills has significant influence on employee retention.

2.3. The Influence of Job Evaluation on Employee Retention

Job evaluation is an important human resource management practice used to assess employee performance, provide feedback, and support organizational decision-making. It enables organizations to systematically measure employee contributions and establish standards for performance improvement. Continuous performance evaluation based on Key Performance Indicators (KPIs) can enhance work quality and employee satisfaction by providing clear performance expectations and constructive feedback. In addition, Susanto et al. (2024) defined job evaluation as the process of determining the relative value or contribution of each position within an organization to establish an appropriate wage structure. Beyond performance assessment, job evaluation plays a critical role in ensuring compliance with employment regulations and promoting transparent and equitable human resource management practices (Sawitri et al., 2023). As a result, job evaluation serves as a foundation for fair personnel management and organizational effectiveness.

Previous studies have demonstrated that effective job evaluation contributes positively to employee retention. Wenzel et al. (2019) found that organizational systems are perceived as fair, inclusive, and transparent, employees are less likely to view them as controlling and are more likely to develop stronger intrinsic motivation. Fair evaluations also provide the basis for compensation decisions and promotion opportunities, which can strengthen employee motivation and organizational commitment. When employees perceive evaluation processes as fair and transparent, they are more likely to experience job satisfaction and develop a stronger intention to stay. Therefore, effective job evaluation is expected to play a significant role in improving employee retention.

H3: Job evaluation has significant influence on employee retention.

2.4. The Simultaneous Effect on Employee Retention

Employee retention is a multidimensional outcome that is influenced by the interaction of various human resource management practices rather than a single factor in isolation. Career development provides employees with opportunities for growth and advancement, thereby strengthening organizational commitment and reducing turnover intentions (Allen & Meyer, 1990; Wulandari & Athoillah, 2025). Similarly, skills development enhances employees' competence, confidence, and job embeddedness, making them more likely to remain within the organization (Kiazad et al., 2015). Job evaluation also plays an essential role by ensuring fairness in performance assessment, compensation, and promotion decisions, which contributes to employee satisfaction and trust in the organization (Sawitri et al., 2023).

Consistent with Mobley's (1977) turnover theory, employees' decisions to stay are shaped by a combination of job satisfaction, career prospects, and overall workplace conditions.

Previous studies suggest that the combined implementation of these human resource practices can have a stronger impact on employee retention than any individual factor alone. Nelson and Apriyana (2024) found that a combination of career development, employee engagement, and performance evaluation significantly influences retention. Furthermore, research by Cloutier et al. (2015) and Friska et al. (2023) highlights the importance of career planning, competency development, and fair evaluation systems in fostering employee loyalty and reducing turnover. Raharjo et al. (2025) further emphasized that retention strategies should be holistic and integrated. Therefore, the simultaneous implementation of career development, skills enhancement, and job evaluation is expected to create a supportive work environment that strengthens employee commitment and long-term retention.

H4: Career development, skills, and job evaluation has simultaneous influence on employee retention.

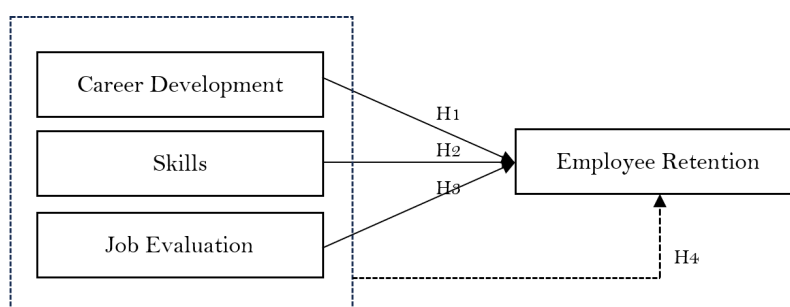


Figure 1. Conceptual Framework

Figure 1 examines the influence of career development, skills, and job evaluation on employee retention. Career development is expected to enhance employees' commitment by providing opportunities for growth and advancement within the organization. Skills are considered an important factor because employees with relevant competencies are more likely to perform effectively and remain engaged in their jobs. Job evaluation contributes to employee retention by ensuring fairness and recognition in compensation and work responsibilities. Based on these relationships, the framework proposes that career development, skills, and job evaluation each have a significant effect on employee retention, while collectively these factors are expected to have a simultaneous influence on employees' decisions to remain with the organization.

3. Methods

This study employed a quantitative research approach designed to examine the relationship between multiple independent variables and a dependent variable in a structured and measurable way. The independent variables in this research were career development (X1), skills (X2), and job evaluation (X3), while the dependent variable was employee retention (Y). The choice of a quantitative method was based on its ability to provide objective, numerical evidence that can be statistically tested, thereby ensuring the validity and reliability of the findings. The research was conducted at Sarimulia Hospital, Banjarmasin City, with hospital employees serving as the population of interest. A total of 149 respondents were selected using a simple random sampling technique, ensuring that each employee had an equal chance of

being included in the study. This sampling method was chosen to minimize bias and to represent the diversity of hospital staff across different roles and departments. Data collection was carried out using a structured questionnaire instrument, which employed a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire was designed to capture perceptions and experiences related to career development opportunities, skill enhancement, job evaluation practices, and retention intentions.

Data analysis was conducted using multiple linear regression using SPSS to examine the relationships between the study variables. Prior to hypothesis testing, the research instrument was evaluated through validity and reliability tests. Validity was assessed using the item-total correlation coefficient (r-value), while reliability was measured using Cronbach’s Alpha to ensure the consistency of the questionnaire items. Furthermore, classical assumption tests were performed to verify the suitability of the regression model, including the Kolmogorov–Smirnov test for normality, tolerance and Variance Inflation Factor (VIF) values for multicollinearity, and the Glejser test for heteroscedasticity. After all assumptions were satisfied, multiple linear regression analysis was employed. Hypotheses were tested using the t-test to examine partial effects and the F-test to assess the simultaneous effect of the independent variables on employee retention.

4. Results

This section presents the findings of the study based on data collected from 149 employees of Sarimulia Hospital, Banjarmasin City. The analysis begins with a description of respondents’ demographic characteristics, including position, age, and length of service, to provide an overview of the sample profile. Subsequently, the results of the instrument testing and statistical analyses are presented to examine the influence of career development, skills, and job evaluation on employee retention.

Table 1. Respondent characteristics

Characteristics	Category	Frequency	Percentage (%)
Position	Doctor	4	2.7
	Health workers	58	38.9
	General	87	58.4
Age	20-30 Years	42	28.2
	31-40 Years	36	24.2
	41-50 Years	26	17.4
	51-60 Years	31	20.8
	> 60 Years	14	9.4
Length of Working	Less than 1 Year	15	10.1
	More than 1 Year	134	89.9
Total		149	100

Based on Table 1, the characteristics of the 149 respondents are depicted. Based on their position, the majority of respondents were general practitioners (87 people) (58.4%). Other positions include doctors (4 people) (2.7%) and health workers (58 people) (38.9%). Regarding age, the majority of respondents were in the 20-30 year age group (42 people) (28.2%). Meanwhile, the age category with the smallest number was over 60 years old (14 people) (9.4%). Regarding length of service, the majority of respondents had worked for more than 1 year (134 people) (89.9%). Meanwhile, those with less than 1 year of service were 15 people (10.1%).

Table 2. Validity and Reliability

Variable	Validity (r-value)	Cronbach's Alpha
Career Development	0.512 – 0.698	0.801
Skills	0.497 – 0.714	0.785
Job Evaluation	0.486 – 0.689	0.772
Employee Retention	0.544 – 0.736	0.829

Table 2 presents the results of the validity and reliability tests for all research variables. The validity test shows that the correlation coefficients of all questionnaire items ranged from 0.486 to 0.736, indicating that each item met the required validity criteria and was capable of measuring the intended construct. Specifically, the validity values ranged from 0.512 to 0.698 for career development, 0.497 to 0.714 for skills, 0.486 to 0.689 for job evaluation, and 0.544 to 0.736 for employee retention. Furthermore, the reliability test results revealed Cronbach's Alpha values of 0.801 for career development, 0.785 for skills, 0.772 for job evaluation, and 0.829 for employee retention. Since all Cronbach's Alpha values exceeded the recommended threshold of 0.70, the measurement instruments were considered reliable. Therefore, all variables were deemed valid and reliable, indicating that the questionnaire was appropriate for use in the main data collection and subsequent statistical analysis.

Table 3. Normality Test

Variable	Value
N	149
Asymp. Sig. (2-tailed)	0.200

Table 3 shows that result of normality test. The Kolmogorov-Smirnov test produced an Asymp. Sig. (2-tailed) value of 0.200, which is greater than 0.05. Therefore, the residuals are normally distributed, indicating that the normality assumption for multiple linear regression has been satisfied.

Table 4. Multicollinearity and Heteroscedasticity Test

Variable	Multicollinearity Test		Heteroscedasticity Test
	Tolerance	VIF	Sig.
Career Development	0.672	1.488	0.401
Skills	0.591	1.692	0.257
Job Evaluation	0.624	1.602	0.476

Based on Table 4, the multicollinearity test shows that the tolerance values range from 0.591 to 0.672, which are greater than the minimum threshold of 0.10. Likewise, the VIF values range from 1.488 to 1.692, which are well below the maximum acceptable value of 10. These results indicate that no multicollinearity problem exists among the independent variables. The Glejser test results show significance values of 0.401 for career development, 0.257 for skills, and 0.476 for job evaluation. Since all significance values exceed 0.05, none of the independent variables significantly affect the absolute residual values. Therefore, the model does not exhibit heteroscedasticity and satisfies the homoscedasticity assumption.

Table 5. F-test

Model	Sum of Squares	df	Mean Square	F-Statistics	Sig.
Regression	23,337.571	3	7,779.190	162.679	0.000b
Residual	6,933.784	145	47.819		

Total	30,271.356	148
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Table 5 shows the F-test results show an F-statistics of 162.679 with a significance level of 0.000 (<0.05). This rejects the null hypothesis and accepts the alternative hypothesis, indicating that all three independent variables (career development, skills, and job evaluation) simultaneously have a significant effect on job retention. The regression sum of squares is 23,337.571 with a df of 3, resulting in a mean square of 7,779.190. The residuals have a sum of squares of 6,933.784 with a df of 145 and a mean square of 47.819. The total sum of squares is 30,271.356 with a df of 148, indicating the total variation in the data. The F-statistics of 162.679 is derived from dividing the regression mean square by the residuals and compared with the critical F-statistics at $\alpha = 0.05$.

Thus, the multiple regression model used is proven to be a good fit and adequately explains the relationship between the independent variables and the dependent variable. The significance value of 0.000 confirms that career development, skills, and job evaluation together have a significant effect on employee retention at Sarimulia Hospital, Banjarmasin, so that the model can be used for valid predictions and conclusions.

Table 6. t-Test

Model	Unstd. Coeff (B)	Std. Error	Std. Coeff (Beta)	t- statistics	Sig.
Constant	7.403	5.548		1.334	0.184
Career Development (X1)	0.150	0.081	0.121	1.843	0.067
Skills (X2)	0.575	0.087	0.492	6.626	0.000
Job Evaluation (X3)	0.548	0.108	0.332	5.062	0.000

Table 6 shows that the job evaluation variable has a t-statistics of 5.062 with a significance level of 0.000 (<0.05), thus significantly influencing job retention. The skills variable is also significant, with a t-value of 6.626 and a significance level of 0.000 (<0.05). Conversely, the career development variable has a t-statistics of 1.843 with a significance level of 0.067 (>0.05), thus having no significant effect on job retention. Thus, the t-test confirms that the two independent variables, skills and job evaluation, individually contribute significantly to employee retention at Sarimulia Hospital, Banjarmasin. The order of influence is job evaluation (Sig. = 0.000) and skills (Sig. = 0.000), while career development is not significant (Sig. = 0.067).

Table 3 also shows the following multiple regression equation analysis for this research is $Y = 7.403 + 0.150X_1 + 0.575X_2 + 0.548X_3$. The multiple regression equation analysis above has conclusions including a constant value of 7.403, which means that if the independent variable has a value of 0 (constant), then the dependent variable has a value of 7.403. The regression coefficient value of career development is positive of 0.150, which means that if career development increases, retention will also increase, *vice versa*. The regression coefficient value of skills is positive of 0.575, which means that if skills increases, retention will also increase, *vice versa*. The regression coefficient value of job evaluation is positive of 0.548, which means that if job evaluation increases, retention will also increase and *vice versa*.

5. Discussion

The t-test results showed a Sig. 0.067 (>0.05) with a t-statistics of 1.843, indicating that career development had no significant effect on employee retention at Sarimulia Hospital, Banjarmasin. This finding differs from the research of Pradipta and Suwandana (2019), which found a significant effect and the opinions of Nurmalitasari (2021) and Hendriyulianti (2025), who emphasized the importance of

career development opportunities in increasing satisfaction and retention. In this study, the insignificance can be explained by Allen and Meyer's (1990) commitment theory, which emphasizes other factors such as job satisfaction, relationships with superiors, and working conditions. Mobley's (1977) turnover theory also states that retention is influenced by job satisfaction and alignment with organizational values. Sofianti and Susanto (2024) added that career development is more relevant for senior employees, while new employees prioritize basic needs. Thus, although career development opportunities are available, external factors such as motivation, rewards, and job satisfaction are more influential in determining employees' decisions to stay.

The results of the study showed that skills significantly influenced employee retention at Sarimulia Hospital, Banjarmasin, with a Sig. 0.000 (<0.05). This means that good workplace skills increase retention. These skills are related to career development, where appropriate training helps employees master job techniques, increase self-confidence, and add value (Nurmalitasari, 2021). Companies that provide training tailored to their needs will receive a positive response in the form of employee enthusiasm and commitment to stay (Damei, 2020). Raharjo et al. (2025) emphasize the importance of providing opportunities for employees to utilize their talents and skills. If a company values employees' abilities, they are more likely to stay (Violetta & Edalmen, 2020). This aligns with the theory of job embeddedness, which explains that employee attachment to the organization determines the decision to stay or leave (Risa & Endratno, 2023).

This study also shows that job evaluation significantly influences employee retention at Sarimulia Hospital, Banjarmasin, with a significance value of 0.000. Regular evaluations enable companies to detect problems early, implement rapid improvements, and create a productive work climate that maintains organizational loyalty and stability (Melisa et al., 2025). Evaluations also form the basis for decisions regarding promotions, compensation, and dismissals (Mayasari et al., 2025). Marwanto (2022) divides evaluations into internal and external: internal related to SOP control, and external related to patient satisfaction with services and complaint follow-up. The importance of continuous, KPI-based evaluation to ensure program relevance and improve service quality. Regular evaluations help detect problems early and provide timely solutions (Evanda et al., 2025). Thus, job evaluations have been shown to be a crucial factor in maintaining employee retention while improving the quality of hospital services.

This study examines the influence of career development, skills, and job evaluation on job retention at Sarimulia Hospital, Banjarmasin. The F-test results showed a Sig. 0.000 (<0.05), indicating that all three variables simultaneously had a significant effect on employee retention. Research by Nelson and Apriyana (2024) at Batam City Hospital found that other factors such as compensation, job satisfaction, and employee engagement also significantly influenced retention. However, career development remains a crucial part of an employee engagement-based retention strategy, as clear career opportunities increase loyalty and productivity (Nasir, 2020; Imelda & Budiarti, 2023; Raharjo et al., 2025). The results of this study indicate that improved career development, skills, and job evaluation through improved work performance, development opportunities, formal mentoring, and skill enhancement will increase employee retention (Jelita & Srimulyani, 2022). Thus, these three variables were proven to have a positive and significant effect on employee retention at Sarimulia Hospital, Banjarmasin.

6. Conclusion

This study concludes that career development, skills, and job evaluation simultaneously have a significant effect on employee retention at Sarimulia Hospital, Banjarmasin. The F-test results confirmed that the proposed regression model was

statistically significant in explaining employee retention. However, the partial analysis revealed that only skills and job evaluation significantly influenced employee retention, whereas career development did not show a significant effect. These findings suggest that employees place greater value on practical aspects of their employment, particularly opportunities to enhance their competencies and the existence of fair and transparent evaluation systems. Therefore, organizations seeking to improve employee retention should focus on strengthening skill development initiatives and implementing objective performance evaluation practices.

From a practical perspective, hospital management should provide regular training programs tailored to employees' job requirements, establish competency development pathways, and conduct periodic performance evaluations based on measurable key performance indicators. In addition, evaluation results should be linked to recognition, promotion, and compensation decisions to reinforce employees' perceptions of fairness and organizational support. Such initiatives can contribute to higher employee engagement, satisfaction, and long-term retention.

This study is subject to several limitations. First, the research was conducted in a single hospital, which may limit the generalizability of the findings to other healthcare institutions or sectors. Second, the study employed a cross-sectional design and relied on self-reported questionnaire data, which may be influenced by respondent perceptions at a specific point in time. Future research is therefore encouraged to involve larger and more diverse samples, adopt longitudinal approaches, and incorporate additional variables such as organizational commitment, job satisfaction, leadership style, and employee engagement to provide a more comprehensive understanding of employee retention.

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