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Analysis of the Influence of Work Environment, Self-Efficacy, and Quality of Work Life on Employee Retention (A Study at CV. This Is April)

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A R T I C L E I N F O

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A B S T R A C T

This study aims to analyze the influence of work environment, self-efficacy, quality of work life on employee retention at CV. This Is April. The population in this study were 94 permanent employees of CV. This Is April. In this study, independent variables were used consisting of work environment, self-efficacy, quality of work life. The dependent variable in this study was employee retention. In this study, a saturation sampling technique was used with a sample of 25 employees. The data collection method used a survey method, with a questionnaire as the research instrument. The data analysis method used Partial Least Square (PLS) 3.0. The results of this study indicate that the work environment has a positive and significant effect on employee retention, self-efficacy has a positive and significant effect on employee retention, and quality of work life has a positive and significant effect on employee retention.

INTRODUCTION

Sustainable Development Goals (SDGs) are a development agenda that encourages the development of companies in the era of globalization that is increasingly facing fierce competition. Companies must be able to empower employees to achieve company success, because human resources are an important factor as well as an asset in carrying out company activities. Human resources who have competencies and skills can help the company's development through innovation and work efficiency. According to Nurmalitasari (2021), human resource managers face a big challenge in retaining employees because it is related to employee retention. The findings of Simanjorang's research (2023) explain that the main goal of employee retention is to retain quality employees for as long as possible within the company.

Employee retention is an action taken by an organization to encourage employees to stay in the company for a long time. Companies carry out retention, especially to prevent talented employees from leaving the company according to Novi & Dewi (2021). In addition, Agung & Wijaya (2020) stated that employee retention is an effort to retain potential employees to remain loyal to the company. Employees who feel that they can still learn and develop tend to have a lower desire to leave the company, while when employees feel that they are no longer developing, they will be more motivated to look for new job opportunities according to Nguyen (2021). Therefore, companies need to pay attention to the conditions and needs of employees so that employees feel comfortable, develop, and have the desire to stay in the company.

This research was conducted on CV. This Is April, which is a retail company engaged in the sale of branded clothing items. CV. This Is April was established in 2016 and has online stores through various marketplaces and a number of offline stores in various regions. The number of companies engaged in the fashion industry causes competition to be even fiercer, so CV. This Is April is required to improve its ability to face competitors and provide good service so that the company's continuity can be maintained. In the process, CV. This Is April has a fairly good work performance, which can be seen from the facilities that make employees feel at home and comfortable, solidarity between team members, work that can be completed properly and on time, and no work done outside of working hours. These conditions provide satisfaction to employees so that they can encourage employees to stay and stay in the company.

CV employee retention data. This Is April from 2016 to 2024 shows that the retention rate has changed, namely by 71.43% in 2016–2018, 70.36% in 2019–2021, and increased to 77.02% in 2022–2024. The decline in the 2019–2021 period occurred due to the Covid-19 pandemic which caused some employees to resign and some stores had to close. Meanwhile, the increase in retention in the 2022–2024 period shows that the retention rate of CV. This Is April employees is relatively high. This Is April makes researchers interested in finding out the factors that cause high employee retention on CVs. This Is April.

To strengthen the research, the researcher conducted a literature study and found several factors that can affect employee retention, including work environment, career development, compensation, leadership, organizational

commitment, self efficacy, quality of work life, and organizational culture. Next, a pre-survey was conducted on 25 CV employees. This Is April, with the result that the work environment variable had a percentage of 72%, self efficacy of 68%, and quality of work life of 64%. These three variables had the highest percentage compared to other factors so they were chosen as variables that are suspected of influencing employee retention on CVs. This Is April.

In addition to this phenomenon, there are differences in the results of previous research. Jain and Kaur (2019) found that the work environment had a positive and significant effect on employee retention, while Anita (2016) found that the work environment did not have a significant effect on employee retention. Furthermore, Alessandri et al. (2018) found that self efficacy had a positive and significant effect on employee retention, while Kim and Beehr (2018) found that self efficacy had no effect on employee retention. In the quality of work life variable, Almalki, Fitzgerald and Clark (2017) found a positive and significant influence on employee retention, while Gupta and Sharma (2016) found that the quality of work life had no effect on employee retention.

Based on the phenomenon that has been described and the differences in the results of previous research, the author is interested in finding out the factors that can strengthen employees to stay in the company. Therefore, the author is interested in conducting research on the work environment, self efficacy, and quality of work life on employee retention on CVs. This Is April. The title of this research is "Analysis of the Influence of Work Environment, Self Efficacy, Quality Of Work Life on Employee Retention (Study on CV. This Is April)".

THEORETICAL REVIEW

Employee Retention

Employee retention is the effort made by a company in retaining qualified employees and has the potential for company progress. According to Sa'diyah (2017), Employeen Retention or employee resilience is one of the ways and efforts of companies to maintain human capital that has good potential in the company in order to achieve the company's goals. According to Ragupathi (2019), employee retention is the process of encouraging employees to remain in the organization until the end of the project or for a certain maximum period of time. And Heathfield (2018) defines employee retention as any action taken by a company to encourage skilled and productive employees to stay in the organization.

According to Mathis and Jackson in (Prayoga, 2023) the indicators of employee retention are as follows:

1. Organizational Components

   Including the cultural values and goals owned by the organization.
2. Career Opportunities

   It is an opportunity given to employees to develop themselves and achieve their career goals.
3. Awards

   Includes compensation in the form of salaries, incentives, benefits, and recognition given to employees.
4. Design Work

Includes clear tasks, adequate facilities, and a supportive work environment.

5. Employee Relations

It involves cooperation, support from the organization, and good working relationships.

Work Environment

According to Afandi (2018) A work environment is something that exists in a work environment that can affect employees in carrying out tasks such as temperature, humidity, pentilation, lighting, workplace cleanliness, and scanning or not work equipment. According to Anam (2018) the work environment is something that exists around employees so that it can influence employees to get a sense of security, comfort, and satisfaction in doing and completing the work given by their superiors. According to Kasmir (2019) the work environment is the atmosphere or circumstances around the workplace, which is in the form of rooms, plans, facilities and infrastructure, as well as work relationships with colleagues. The work environment can also be interpreted as a social environment in which there is harmony, humanism, full of family, not selfish, not jealous of each other, not to bring each other down, and there are no other negative actions including not bringing feelings in order to cause a sense of work spirit (Busro, 2018).

According to Brown et al. in (Hasanah et al, 2019) formulated several indicators of self-efficacy, namely:

1. Namely being able to complete certain tasks as best as possible.
2. That is, it can motivate oneself to take the necessary actions in completing a task.
3. Namely that he is able to try hard, persistently, and diligently.
4. Namely that he is able to face obstacles and difficulties.
5. Namely being able to complete tasks that have a wide or narrow (specific) range.

Quality Of Work Life

Quality of work life is a management system approach to coordinate and relate the potential of human resources, where the quality of work life in an organization is a leader's effort to meet the needs of employees and the organization in a sustainable and sustainable manner (Haryani, 2021). Another opinion states that Quality Of Work Life is one of the philosophies applied by management in managing organizations in general and human resources in particular (Nurmalasari, 2023). And according to Casio (2019) Quality of work life is defined as employees' perception of mental and physical well-being when working. Quality of work life is management's perspective on people, workers and organizations.

According to Yunita (2021), some of the indicators of Quality Of Work Life are as follows:

1. Growth and Development

There is a possibility to develop skills and the availability of opportunities to use the skills or knowledge that employees have.

2. Participation

There is an opportunity to participate or be involved in decision-making that directly or indirectly affects the work.

3. Innovative Immblan System

That the rewards given to employees allow them to satisfy their various needs in accordance with the standard of living of the employee concerned and in accordance with the wage and recitation standards that apply in the job market.

4. Work environment

The availability of a conducive work environment, including the determination of working hours, applicable regulations, leadership and physical environment.

METHODOLOGY

Research Design

The research design used in this study is a causal research design. Sugiono (2016), meaning research that aims to determine the influence or relationship between two or more variables by requiring hypothesis testing with analytical test tools through SmartPLS (Partial Least Squares).

Population and Sample

The population in this study consists of all CV employees. This Is April, which is 94 employees. This study uses the saturated sample method, where all members of the population are sampled.

Data Analysis Methods

The data analysis method used in this study is the Component or Variance Based Structural Equation Model which in the data processing uses the Partial Least Square (Smart-PLS) program version 3.0 PLS. PLS (Partial Least Square) is an alternative model of covariance based SEM. PLS can be used to confirm theories, besides it can be used to explain whether or not there is a relationship between latent variables. As stated by Ghozali (2015), PLS (Partial Least Square) is a powerful analysis method because it is not based on many assumptions, the data does not have to be normally distributed, and the sample does not have to be large. The test steps that will be carried out are as follows:

a. Evaluation Measurement (outer) The outer model is often also called (outer relation or measurement model) defining how each indicator block relates to its latent variable.
b. Structural Model Testing or Hypothesis Test (Inner Model) Internal model testing is the development of a concept and theory-based model in order to analyze the relationship between exogenous and endogenous variables that have been described in a conceptual framework. Testing of structural models is carried out by looking at the R-square value which is a goodness-fit test of the model.

RESULTS

Measurement Model Test Results (Outer Model)

The Convergent Validity Test of the measurement model with the indicator reflexive is assessed based on the correlation between the item score or component score and the construct score calculated with PLS. Individual indicators are considered valid if they have a correlation value above 0.50. By looking at the output results of the correlation between the indicators and their constructs as seen in the table and structural figure below:

Table 1. Convergent Validity Test Results

Variable	Indicator	Outer Loading	Remarks
Work Environment	LK1	0,780	Valid
	LK2	0,771	Valid
	LK3	0,746	Valid
	LK4	0,789	Valid
	LK5	0,750	Valid
	LK6	0,849	Valid
	LK7	0,861	Valid
	LK8	0,786	Valid
Self Efficacy	SE1	0,753	Valid
	SE2	0,753	Valid
	SE3	0,738	Valid
	SE4	0,727	Valid
	SE5	0,755	Valid
Quality of Work Life	QL1	0,716	Valid
	QL2	0,745	Valid
	QL3	0,786	Valid
	QL4	0,871	Valid
	QL5	0,775	Valid
Employee Retention	RK1	0,771	Valid
	RK2	0,771	Valid
	RK3	0,719	Valid
	RK4	0,708	Valid
	RK5	0,763	Valid
	RK6	0,725	Valid

Source : PLS Output, 2024

The results of the convergent validity test in Table 1 can be seen that all indicators have met convergent validity because they have a loading factor value above 0.50.

Table 2. Results of Discriminant Validity Testing (Cross loadings)

	Work Environment	Self Efficacy	Quality of Work Life	Employee Retention
LK1	0,780	0,501	0,406	0,535
LK2	0,771	0,374	0,417	0,551

LK3	0,746	0,395	0,401	0,509
LK4	0,789	0,563	0,470	0,629
LK5	0,750	0,392	0,498	0,490
LK6	0,849	0,661	0,639	0,648
LK7	0,861	0,650	0,613	0,607
LK8	0,786	0,640	0,623	0,673
SE1	0,527	0,753	0,480	0,605
SE2	0,351	0,753	0,501	0,508
SE3	0,527	0,738	0,535	0,562
SE4	0,572	0,727	0,543	0,499
SE5	0,517	0,755	0,662	0,552
QL1	0,529	0,552	0,716	0,535
QL2	0,431	0,413	0,745	0,556
QL3	0,632	0,681	0,786	0,615
QL4	0,525	0,669	0,871	0,578
QL5	0,392	0,505	0,775	0,493
RK1	0,470	0,551	0,556	0,771
RK2	0,657	0,562	0,470	0,771
RK3	0,531	0,508	0,479	0,719
RK4	0,504	0,585	0,688	0,708
RK5	0,605	0,575	0,507	0,763
RK6	0,516	0,482	0,479	0,725

Source : PLS Output, 2024

Based on the table, it can be seen that all indicators are declared valid because they have the highest loading factor to the intended construct compared to the loading factor to other constructs.

Another method to see discriminant validity is to look at the square root value of average variance extracted (AVE) of each construct with the correlation between the construct and other constructs in the model, then it can be said to have a good discriminant validity value.

While the format of writing images is as follows:

Table 3. AVE Test Results

Variable	**AVE**
Work Environment	0,628
Self Efficacy	0,556
Quality Of Work Life	0,609
Employee Retention	0,552

Table 4. Results of Discriminant Validity Test (Fornell Lacker Criterium)

	Work Environment	Quality of Work Life	Employee Retention	Self Efficacy
Work Environment	**0,793**			
Quality Of Work Life	0,650	**0,780**		
Employee Retention	0,739	0,716	**0,743**	
Self Efficacy	0,671	0,729	0,735	**0,745**

Source: PLS Output, 2024

From Tables 3 and 4, it can be concluded that the square root of the average variance extracted (√(AVE)) for each construct is greater than the correlation between one construct and another construct in the model. Based on the table above, it can be concluded that the construct in the estimated model meets the discriminant validity criterion.

Table 5. Composite Reliability & Cronbach's Alpha Test Results

Variable	Cronbach's Alpha	Composite Reliability	Remarks
Work Environment	0,915	0,931	Reliable
Self Efficacy	0,800	0,862	Reliable
Quality Of Work Life	0,838	0,886	Reliable
Employee Retention	0,838	0,881	Reliable

Source: PLS Output, 2024

Based on Table 6, the results of the composite reliability and Cronbach's alpha tests show satisfactory values, because all latent variables have a composite reliability value and Cronbach's alpha ≥ 0.70. This means that all latent variables are said to be reliable.

Structural Model Test Results (Inner Model)

Table 6. Multicollinearity Test Results (Inner VIF Model)

Variable	VIVID
Work Environment (X1)	2.022
Self Efficacy (X2)	2.495
Quality Of Work Life (X3)	2.373

Source: PLS Output, 2024

Based on the results of the study in table 7, it shows that all variables have multicollinearity test results at the inner VIF value of independent variables showing ideal values because they are close to or even lower and there are no multicollinearity problems among independent variables.

Table 7. R2 Value of Endogenous Variables

Endogenous Variable	R-Square	R Square Adjusted
Employee Retention	0,678	0,667

Source: PLS Output, 2024

The structural model indicates that the variable model on employee retention can be said to be good because it has a value above 0.33. The independent latent influence model (work environment, self efficacy, quality of work life) on employee retention shows that the R-square value of 0.678 which can be interpresented that the variability of the loyalty construct that can be explained by the variability of the work environment, self efficacy, and quality of work life is as simple as 67.8% while 32.2% is explained by other variables that are not included in this study.

Table 8. F-Square Test Results

Variable	F-Square	Remarks
Work Environment > Employee Retention	0,214	Medium
Self Efficacy > Employee Retention	0,110	Small
Quality Of Work Life > Employee Retention	0,086	Small

Source: PLS Output, 2024

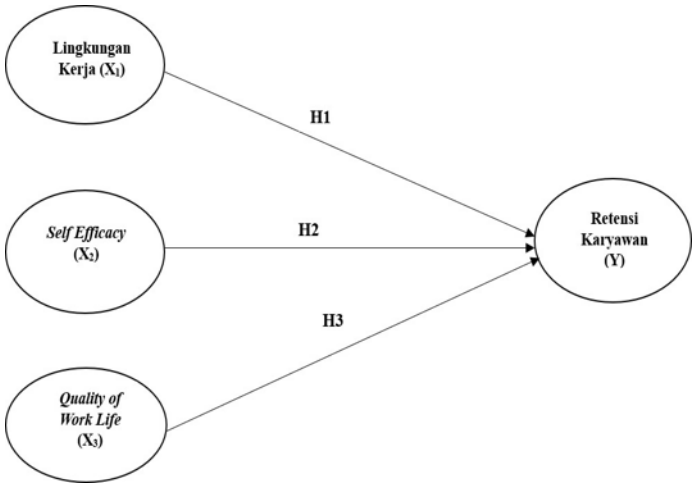
Based on the table above, the variables of the work environment have a moderate influence on employee retention, while self efficacy and quality of work life have a small influence on employee retention. This shows that the work environment and self efficacy play the most important message in influencing employee retention in CVs. This Is April

Table 9. Hypothesis Testing Results

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Remarks
Work Environment (X1) -> Employee Retention (Y)	0,373	0,102	3,659	0,000	Positive - Significant
Self Efficacy (X2) ->	0,297	0,129	2,299	0,022	Positive - Significant

Employee Retention (Y)					
Quality Of Work Life (X3) -> Employee Retention (Y)	0,257	0,101	2,549	0,011	Positive - Significant

Source: PLS Output, 2024



Source: Author's Processed Results (2024)

Figure 1. Frame of Mind

DISCUSSION

The Influence of Work Environment on Employee Retention

Based on the results of the hypothesis test in this study, a T-satistic value of 3.659 was obtained, the original sample value was 0.373 and the P value was 0.000. The T-statistc value is greater than the T-table value of 1.96, then the original sample value shows a positive value and the P value shows more than 0.05, this result shows that the work environment has a positive and significant effect on employee retention. So the better the work environment created, the higher the employee retention in the company.

The work environment referred to in this study includes aspects of work design, employee relations, work atmosphere, and work facilities. A clear work design and adequate work facilities provide comfort for employees to work optimally. In addition, a harmonious relationship between colleagues and support from superiors also contributes to increased employee retention. Thus, this study proves that creating a positive work environment is an effective strategy to increase employee retention.

The results of this study are in line with the research of Ardhilla Rossynta Panca et al. (2020) showing that the work environment has a significant and positive influence on employee retention. Frimayasa's research (2021) also shows that a good work environment has a significant impact on increasing employee retention

The Effect of Self Efficacy on Employee Retention

Based on the results of the hypothesis test in this study, a T-satistic value of 2.299 was obtained, the original sample value was 0.297 and the P value was 0.022. The T-statistc value is greater than the T-table value of 1.96, then the original sample value shows a positive value and the P values show more than 0.05, this result shows that self efficacy has a positive and significant effect on employee retention. In other words, the higher the employee's self-efficacy, the higher their tendency to stay in the company.

The results of this study are in line with the research of Aisyah and Puspaningtyas Faeni (2021) who stated that self-efficacy has a significant effect on employee retention. Suindra's research (2019) also shows results that self-efficacy increases employee commitment to stay at work in the long term. Employees who have high confidence in their abilities tend to be more resilient in the face of pressure and have strong internal motivation to grow with the company. Therefore, the development of self-efficacy through training and coaching is a strategic step in retaining employees.

The Effect of Quality Of Work Life on Employee Retention

Based on the results of the hypothesis test in this study, a T-satistic value of 2.549 was obtained, the original sample value was 0.257 and the P value was 0.011. The T-statistc value is greater than the T-table value of 1.96, then the original sample value shows a positive value and the P value shows more than 0.05, this result shows that the quality of work life has a positive and significant effect on employee retention. A good quality of work life includes aspects of growth and development, participation, an innovative reward system, and a conducive work environment, all of which contribute to employee comfort and job satisfaction.

A high quality of work life reflects a balance between personal and work life, adequate management support, and rewards. Thus, companies that pay attention to this aspect are able to create a comfortable environment and support high employee productivity and retention.

The results of this study are in line with the research of Sukma (2022), who stated that the quality of work life has a significant effect on employee retention. Fransiska's (2023) research also shows results that an innovative reward system and opportunities for professional development can increase employee loyalty to the company. In addition, Yunita (2021) also stated that a good quality of work life creates a strong sense of emotional attachment between employees and the company, thereby reducing turnover rates.

CONCLUSIONS AND RECOMMENDATIONS

Based on the formulation of the problem along with the results of data analysis and analysis presented in the previous chapter, it can be concluded as follows:

1) The work environment has a positive and significant effect on employee retention in CV. This is April. This shows that the work environment plays a very important role in the continuity of employees' work habits in reminding them of employee retention in the company.

2) *Self efficacy* has a positive and significant effect on employee retention in CV. This is April. This shows that *self efficacy* plays a very important role in the tendency of employees who have confidence to achieve certain results and it can increase employee retention to stay in the company.
3) *Quality of work life* has a positive and significant effect on employee retention in CV. This is April. This also shows that *quality of work life* plays a very important role in satisfaction in work balance to increase employee retention in the company.

This conclusion is in line with previous studies that highlight employee self-confidence and provide a good quality of work life as a strategy to retain employees

Suggestions

Based on the results of the research, discussion and conclusions, the researcher provides suggestions or input to the company and the next researcher, as follows:

1) Advice for CVs. This Is April
   a) For the work environment, based on the results of smart PLS 3.0 variable results with *the lowest bootstrapping* in the statement "Lighting in my workplace does not dazzle my eyes" of 2,890, it is recommended that companies reconsider lighting in several places that have minimal lighting in places. Such as in places where shelves are stored or parts of warehouses that lack lighting. This is very important to be considered to create a more comfortable work environment, which can ultimately improve concentration, prosticity, and employee welfare. Periodic evaluation of lighting conditions needs to be carried out to ensure continuous improvement.
   b) For *self-efficacy*, based on the results of smart PLS 3.0 the variable result with *the lowest bootstrapping* on the statement "I try to overcome obstacles diligently" of 3,220, it is recommended that companies pay more attention to employees who have difficulties in doing their work so that a job can be completed properly. Such as providing advice or input on which work is better done or done, because some people often lack focus on what will be done so that it causes insecurity in completing their work. *Periodic briefings* also need to be done to avoid information that is not conveyed clearly, which causes tasks to become messy. Therefore, the *briefing* aims to convey information briefly but concisely, so that everyone involved understands their respective instructions, roles, and responsibilities.
   c) For *the quality of work life,* based on the results of smart PLS 3.0 variable results with the lowest *bootstrapping* results in the statement "The company provides opportunities in skill development" of 2,990, it is recommended that companies pay more attention to employees who want to develop their skills to express what skills they want to learn. With the encouragement of open communication about the importance of learning and growing, employees can develop skills that are relevant to the company's role and vision. Providing opportunities in skill development is not only an

investment for employees, but also for the company's dean. Employees who tend to be more motivated, innovative, and contribute to business growth.

This research provides practical implications for company management to focus on developing a comfortable work environment, providing training programs to increase self-efficacy, and ensuring optimal quality of work. By implementing this strategy, companies can increase employee retention and create a more productive and harmonious work environment

2) Suggestions for future researchers

Based on this study, the suggestion for future researchers is that it is expected to conduct research using other variables or adding other variables as independent variables. Because there are many independent variables that can affect employee retention, and can also increase the number of samples or respondents so that the research results are more accurate, because I as the author feel that there are still many shortcomings in completing this thesis.

FURTHER STUDY

Future studies are encouraged to examine additional factors that may influence employee retention, such as organizational commitment, job satisfaction, leadership style, compensation, career development, and employee engagement. Further research may also involve larger samples and different organizational settings to provide broader and more comprehensive findings.

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