


The Effect of Organizational Communication, Career Development, Motivation, and Work Environment on Employee Retention (Case Study at the Kosasih Rajabasa Clinic, Bandar Lampung)

¹Ahmad Mudabbir Pencalang, ²Abdul Halik, ³Siti Mujanah

^{1,2,3}University of August 17, 1945 Surabaya

Article Info	ABSTRACT
<p>Keywords: Organizational communication, career development, motivation, work environment, employee retention</p>	<p>This study aims to analyze the influence of organizational communication, career development, motivation, and work environment on employee retention in companies operating in Bandar Lampung City. The background of this study is based on the high employee turnover rate that can disrupt organizational stability and productivity. The study uses a quantitative approach with a descriptive associative research type. The study population is employees of companies operating in Bandar Lampung Regency with a minimum of one year of service. The sample was taken using a purposive sampling technique of 65 respondents. Data were collected through a structured questionnaire and analyzed using multiple linear regression with the help of statistical software. The results of the study indicate that organizational communication, career development, motivation, and work environment have a positive and significant effect on employee retention. Organizational communication and work environment factors are the main determinants in employee retention. This study recommends that companies in Bandar Lampung Regency strengthen internal communication, provide clear career development programs, increase motivation through incentives and rewards, and create a conducive work environment to improve employee retention.</p>
<p>This is an open access article under the CC BY-NC license</p> 	<p>Corresponding Author: Ahmad Mudabbir Pencalang University of August 17, 1945 Surabaya ahmadmudabbirpencalang@gmail.com</p>

INTRODUCTION

Employee retention, or the ability of an organization to retain high-potential employees, is a major challenge for many organizations, especially in areas with high labor mobility and alternative employment opportunities. In Rajabasa, Bandar Lampung, South Sumatra Province, the largely Lampung-based economy presents its own unique dynamics in human resource management. Rajabasa, Bandar Lampung, is known as an agricultural region with food crops (including rice and plantation commodities) as its dominant sector. Many local companies and public institutions must compete to attract and retain a competent workforce.

Employees may tend to look for job opportunities in big cities or industrial areas outside the district, especially if the career facilities, work environment, and communication are outside the city of Bandar Lampung. Currently, employee retention is considered inadequate. Therefore, for companies in Rajabasa, Bandar Lampung, employee retention is a strategic

issue: if employees stay, the organization will reduce the need for frequent re-recruitment, reduce retraining costs, and maintain operational stability. Several previous studies have shown that variables such as organizational communication, career development, work motivation, and the work environment play a significant role in influencing employee retention.

In a regional context like Rajabasa Bandar Lampung, where access to the city center or training institutions may be more limited than in urban areas, companies have a greater responsibility to provide internal career development opportunities (e.g., job rotation, advanced training, mentoring). If career development is not addressed, employees may feel stagnant and seek opportunities outside the region.

Research by Putra and Sari (2020), for example, shows that career development has a positive effect on retention, especially when the company provides a clear development path. Motivation also plays a crucial role in determining whether employees will stay or leave. Motivation can be intrinsic (the desire for meaningful work, responsibility, achievement) or extrinsic (incentives, bonuses, recognition). When motivation is high, employees are more likely to be loyal and committed long-term.

In Rajabasa, Bandar Lampung, there may be challenges in providing competitive financial incentives or non-financial benefits, so organizations need to maximize other motivational aspects such as recognition, participation, and leadership support. Furthermore, the work environment, including physical conditions (workspace, cleanliness, ventilation, comfort), relationships between coworkers and superiors, and organizational culture, are important elements that influence employee comfort and engagement.

If the work environment is unsupportive, employees may feel stressed, uncomfortable, and ultimately choose to leave. Given Bandar Lampung's rural or semi-urban geographic location, physical office facilities and work environment conditions are significant factors that can vary significantly between companies. Organizations in Rajabasa, Bandar Lampung, that create a conducive, supportive, and harmonious work environment have a greater potential for employee retention.

Considering the context of Rajabasa, Bandar Lampung, it is important to empirically examine the influence of organizational communication, career development, motivation, and the work environment on employee retention in the region. Such a study not only has theoretical contributions but also practical implications for local managers and business owners in Bandar Lampung, enabling them to design effective HR policies to prevent high-quality employees from leaving their organizations.

This study aims to examine the extent to which these factors directly or indirectly influence employee retention in Rajabasa, Bandar Lampung. Therefore, the results are expected to provide contextual and applicable policy recommendations for organizations in the Rajabasa, Bandar Lampung area, so they can retain local talent and improve operational sustainability.

Literature Review

Organizational Communication

Organizational communication is the process of conveying information, ideas, and feelings within an organizational context between individuals and groups to achieve common goals (Robbins & Judge, 2019). Good communication improves role clarity, reduces misunderstandings, and creates a sense of employee engagement, thus increasing their likelihood of retention (Miller, 2015). Therefore, high-quality recruitment plays a crucial role in achieving employee productivity across various industrial sectors (Handoko, 2014).

Career Development

Training is a systematic effort. Career development is the process of improving an individual's ability to meet future career needs through planning and various organizational programs (Mathis & Jackson, 2019). Research by Putra and Sari (2020) shows that employees who see clear career development opportunities within the organization are more loyal and likely to stay. In areas like Rajabasa, Bandar Lampung, where external development opportunities are limited, organizations that offer internal training programs and career paths are more likely to retain talented employees.

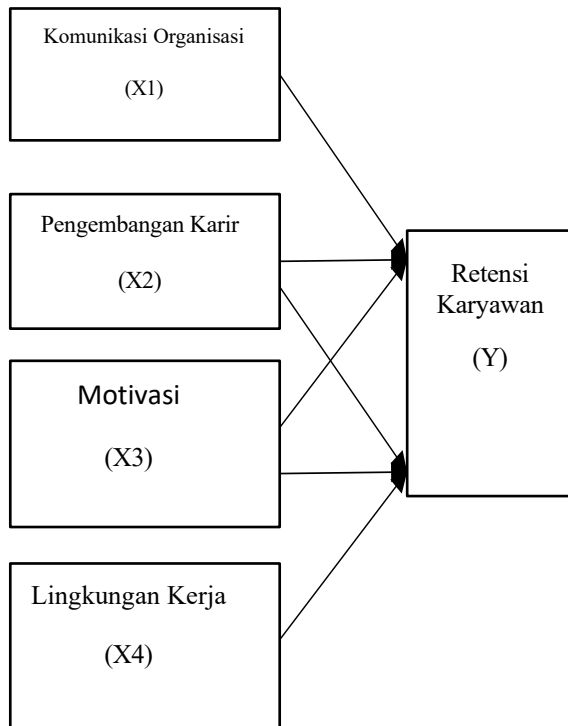
Motivation

Motivation is an internal or external drive that influences a person's behavior to achieve specific goals (Robbins & Judge, 2019). Intrinsic motivations such as a sense of responsibility, meaningful work, and achievement, as well as extrinsic motivations such as compensation and rewards, influence an employee's decision to stay in an organization (Herzberg, 2011). Research by Suryani and Wibowo (2021) found that work motivation has a significant positive effect on employee retention in the public sector. Motivation is an internal or external drive that influences a person's behavior to achieve specific goals (Robbins & Judge, 2019).

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Employee Retention

Job satisfaction refers to employee retention, which is an organization's ability to retain potential employees for longer periods (Armstrong, 2016). Factors influencing retention include compensation, development opportunities, leadership, the work environment, and organizational communication. By understanding these factors, organizations can design appropriate strategies to reduce turnover.



Source: Hanantoko (2017)

Picture 1 Framework Study

RESEARCH METHODS

This research falls into the basic research category . Basic or pure research aims to discover new, previously unknown knowledge (Jujun S. Suriasumantri, 1985 in Sugiyono, 2019:13). The focus of this research is to examine and analyze the relationship between recruitment, training, organizational commitment, and job satisfaction on employee productivity. Therefore, the results of this study are expected to enrich the human resource management literature, particularly regarding the factors that influence employee productivity.

The method used was quantitative, based on the philosophy of positivism. Data were collected by distributing a Likert-scale questionnaire to respondents selected using purposive sampling. The sample criteria included employees with at least one year of service at the company, non-managers, and residing in Rajabasa, Bandar Lampung.

The research method used is a quantitative method . According to Sugiyono (2019:16), a quantitative research method can be interpreted as a research method based on the philosophy of positivism, used to research a specific population or sample, data collection using research instruments, quantitative/statistical data analysis, with the aim of testing the established hypothesis. The type of quantitative research in this study, where according to Sugiyono (2019), quantitative descriptive analysis techniques are data analysis by describing or depicting the collected data as it is without intending to make generally applicable conclusions or generalizations.

The variables in this study were determined based on HR management concepts. According to Sugiyono (2019), a variable is anything in any form determined by the researcher to be studied to obtain information from which conclusions can be drawn. In this study, there are independent (free) variables. And dependent variables. The independent variables used are Organizational Communication, Career Development, Motivation, and Work Environment, while the dependent variable used is Employee Retention. With this arrangement, the research is directed to test whether the four independent variables have a significant effect on the dependent variable.

The research population was all employees at Rajabasa, Bandar Lampung, who were the focus of the study. According to Sugiyono (2019), a population is a generalized area consisting of objects or subjects with a certain quantity and characteristics that have been determined by the researcher to be studied and ultimately drawn conclusions. The research sample is a subset of the number and characteristics found in that population. In this study,

The population consisted of 80 employees, while the number of samples taken according to the criteria using the purposive sampling technique was 70 employees. The purposive sampling criteria used included: employees with a minimum of 1 year of service, staff or executive positions (not team, division, department, or company leaders), and direct involvement in operational processes related to employee retention. Purposive sampling itself is a sampling technique based on specific considerations or criteria (Sugiyono, 2019). Thus, the data obtained is expected to be representative in measuring the relationship between recruitment, training, organizational commitment, job satisfaction, and employee productivity at the Kosasih Clinic.

RESULTS AND DISCUSSION

The regression analysis results show that organizational communication has a significant positive effect on employee retention ($\beta=0.412$; $p<0.05$). This means that the better the communication between management and employees, the higher the employee retention rate. This finding supports Robbins and Judge (2019) who stated that effective communication reduces turnover intentions.

Career development also showed a significant positive effect on retention ($\beta=0.365$; $p<0.05$). This means that employees who receive training and promotion opportunities are more likely to stay. This is consistent with Mathis and Jackson (2019). Work motivation has a significant positive effect on retention ($\beta=0.298$; $p<0.05$). Employees who are both intrinsically and extrinsically motivated are more loyal to the organization. This finding aligns with Herzberg (2011) and Suryani & Wibowo (2021).

Table 1 Results Coefficient Determination (Adjusted R Square)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.565 ^a	0.319	0.285	2,584

Table 2 Results Test Hypothesis

Model	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>		
	B	Std. Error	Beta	T	Sig.
1 Recruitment	4.544	4,596		0.989	0.327
Training	-0.323	0.085	- 0.436	- 3,792	0,000
Organizational Commitment	0.262	0.136	0.241	1,933	0.058
Job satisfaction	0.491	0.150	0.408	3,267	0.002

Based on the results of the regression analysis in Table 2, it can be seen the influence of independent variables (recruitment, training, organizational commitment, and job satisfaction) on the dependent variable, namely employee productivity. research (β communication = 0.412; β career development = 0.365; β motivation = 0.298; β work environment = 0.276). The discussion is structured in paragraphs, linking the findings to theory, previous research, causal mechanisms, practical implications in Bandar Lampung, as well as limitations and suggestions for further research. The results of the study indicate that organizational communication has the strongest influence on employee retention ($\beta = 0.412$). This finding is consistent with the idea that clear, two-way, and regular communication reduces job uncertainty, increases employee trust and engagement, thereby reducing turnover intentions (Robbins & Judge, 2019). Theoretically, organizational communication functions as a medium for transferring vision, expectations, and feedback; when management is able to convey organizational goals, expected performance, and development opportunities well, employees feel "included" in the decision-making process and their career planning (Miller, 2015).

In the context of Bandar Lampung, where the industry often consists of small and medium-sized enterprises and the agricultural sector, the lack of transparency and rigid command structures can potentially increase employee alienation. Therefore, effective internal communication (e.g., regular meetings, clear standard operating procedures, local digital information channels, and regular feedback) is a key strategy for employee retention. Practically, improving communication does not always require significant costs; what matters most is regularity, message consistency, and a tangible feedback mechanism. The effect of career development ($\beta = 0.365$) indicates that opportunities for learning, promotion, and a clear career path play a significant role in encouraging employee retention. This aligns with HRM literature, which states that the perception of internal career opportunities increases organizational commitment and reduces external job searches (Mathis & Jackson, 2019; Putra & Sari, 2020).

In areas like Bandar Lampung, access to further education or external training may be limited; therefore, companies that provide internal development programs—such as job rotation, mentoring, technical skills training, or certification—add significant value to employees. The possible mechanisms at work are: career development increases employees' capabilities and career expectations → employees perceive prospects within the organization as better than external alternatives → intention to leave decreases. Therefore, management needs to design career development policies that are transparent (promotion paths,

promotion criteria) and needs-based through performance evaluations. The motivation variable also has a significant positive effect ($\beta = 0.298$), indicating that internal motivation and external incentives influence retention.

The influence of the work environment ($\beta = 0.276$), although the smallest of the four variables, remains significant, confirming that the physical, social, and psychological conditions of the workplace influence retention decisions. A safe, comfortable work environment, and harmonious social relations reduce job stress and increase satisfaction, thereby suppressing turnover (Sedarmayanti, 2017). In Bandar Lampung, variations in physical facilities (e.g., internet access, rest areas, sanitation) and field conditions in the agricultural/plantation sector can be practical factors triggering job turnover. Improvements to the work environment, even those seemingly "small infrastructure," can have a significant impact on retention. Integratively, the research results.

These policies should be contextualized according to company capacity, for example, joint training schemes between local companies or collaboration with the local labor office for certification programs. The limitations of this study should be acknowledged. First, the cross-sectional design limits the ability to assess long-term causal relationships (Sugiyono, 2019). Second, the data collected were self-reported, thus potentially creating common method bias. Third, the sample was from Bandar Lampung, so generalizing the results to other regions requires caution, given differences in economic and cultural characteristics. Future research is recommended to use a longitudinal design, test mediation/moderation mechanisms between variables, expand the sample to other districts for regional comparison, and incorporate objective data (actual turnover) as a retention outcome.

CONCLUSION

Based on the analysis conducted on employees at the Kosasih Rajabasa Clinic in Bandar Lampung, it can be concluded that the four variables studied—organizational communication, career development, motivation, and work environment—influence employee retention to varying degrees. Organizational communication has been shown to play a crucial role in creating transparency and clarity of information, enabling employees to feel valued and motivated to stay longer at the company. Based on the conclusions above, several recommendations can be put forward. First, the management of the Kosasih Rajabasa Clinic in Bandar Lampung needs to strengthen the organizational communication system to be more open, two-way, and routine so that every employee receives clear information about the organization's policies, career opportunities, and achievements. Second, the company is advised to develop a systematic career development program, such as training, job rotation, and transparent promotion, so that employees see the long-term prospects within the organization.

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