

The Effect of Career Development and Recognition Systems on Employee Retention at PT Onedoor in Central Jakarta

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This study aims to analyze the effect of Career Development and Recognition System on Employee Retention at PT Onedoor in the Central Jakarta region. The increasing employee turnover indicates weaknesses in the implementation of career development and recognition systems. This research employs a quantitative approach using a saturated sampling technique with a total of 30 employees. Data were analyzed using multiple linear regression with SPSS. The results show that Career Development (sig. 0.032 < 0.05) and Recognition System (sig. 0.008 < 0.05) have a positive and significant effect on Employee Retention. Simultaneously, both variables also have a significant effect, as indicated by an F-value of 22.938 with a significance level of 0.000. The Adjusted R² value of 0.602 indicates that 60.2% of the variation in employee retention is explained by Career Development and Recognition System. Overall, this study confirms that clear career paths, development opportunities, and fair recognition systems play an important role in enhancing employee retention. Therefore, companies need to strengthen these aspects to maintain employee loyalty and workforce sustainability.

Keywords: Career Development, Recognition System, Employee Retention, Human Resource Management.

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1. Introduction

In today's highly dynamic and competitive business environment, an organization's ability to retain competent human resources has become a critical determinant of long-term sustainability and performance. Employee retention plays a strategic role in maintaining operational stability, controlling recruitment and training costs, and preserving organizational knowledge. Human resources are widely recognized as the most valuable organizational asset, as they embody creativity, motivation, and adaptive capacity that cannot be fully replaced by technology or capital (Tantowi, 2025). Consequently, modern human resource management must extend beyond recruitment activities and place greater emphasis on retaining employees through effective career development and fair recognition systems. In this regard, employee retention has emerged as a key indicator of successful human resource management strategies (Sunyoto & Saksono, 2024).

From a theoretical perspective, career development and recognition systems are consistently identified as major determinants of employee retention. Career development refers to structured organizational efforts that provide employees with opportunities to enhance competencies, achieve professional growth, and attain long-term career goals. Well-designed career development programs contribute to employees' sense of security, growth prospects, and self-efficacy, which in turn strengthen their intention to remain within the organization (Augossy et al., 2024). Previous studies have also demonstrated that career development

positively influences employee retention, either directly or indirectly through increased job satisfaction and organizational commitment (Andriyani et al., 2024).

In addition to career-related factors, recognition systems play a crucial role in fostering employee loyalty and motivation. Recognition systems encompass both financial and non-financial rewards that acknowledge employees' performance, contributions, and achievements. Fair, transparent, and consistently implemented recognition practices have been shown to enhance employee engagement and reduce turnover intentions (Adesina & Egbuta, 2025). Employees who perceive that their efforts are valued tend to develop a stronger emotional attachment to the organization, leading to higher levels of retention (Nurdiani & Megawati, 2024). Moreover, recent evidence suggests that younger workforce segments, particularly Generation Z, place significant importance on recognition and clear career prospects when deciding whether to remain with an employer (Asria et al., 2025).

Despite the strong theoretical foundation supporting the importance of career development and recognition systems, empirical conditions do not always reflect these ideals. Internal data from PT Onedoor indicate an increase in employee turnover over the past two years. This trend coincides with employees' perceptions that career pathways are unclear and recognition practices are inconsistently applied. Such conditions suggest a misalignment between human resource management theory and organizational practice, highlighting the need for empirical investigation.

Based on this gap, the present study seeks to examine the influence of career development and recognition systems on employee retention at PT Onedoor in the Central Jakarta region. This research is expected to contribute to the human resource management literature by providing empirical evidence from a private-sector context in Indonesia. Practically, the findings are anticipated to offer managerial insights for designing more effective career development initiatives and recognition policies aimed at strengthening employee retention and reducing turnover in an increasingly competitive labor market.

2. Literature Review and Problem Statement

Career Development

Career development refers to a systematic process through which employees identify, enhance, and utilize their capabilities to achieve long-term professional goals while supporting organizational objectives. Sunyoto (2015) defines career development as a process of recognizing employees' career potential and determining appropriate strategies to optimize that potential. Similarly, Mangkunegara (2017) emphasizes that career development involves organizational efforts particularly by human resource departments to assist employees in planning and preparing future career paths that benefit both individuals and organizations.

From an organizational perspective, career development is not merely an individual initiative but a formal mechanism designed to ensure the availability of competent and qualified employees at the right time and position. Davis and Werther describe career development as a series of self-development activities aimed at realizing personal career plans, while Jackson and Vitberg view it as a structured organizational approach to align employee competencies with future workforce needs (Solihin, 2021). In addition, career development may involve upward or lateral movement across job positions, reflecting an employee's growth in skills, responsibilities, and organizational contribution (Katidjan et al., 2017).

The primary objective of career development is to align employee capabilities with organizational requirements while simultaneously enhancing employee welfare and engagement. Busro (2018) highlights that effective career development enables employees to occupy strategic positions that match their competencies. Furthermore, career development contributes to strengthening employee-organization

relationships, improving job satisfaction, and reducing employee turnover by providing clear career prospects and growth opportunities (Sari et al., 2023).

Several factors influence the effectiveness of career development, including superior–subordinate relationships, individual characteristics, internal and external work conditions, organizational politics, and reward systems (Fauzi et al., 2023). Understanding these factors allows organizations to design career planning systems that align individual aspirations with organizational goals, thereby enhancing long-term employee commitment (Ananto et al., 2023).

Recognition System

A recognition system represents a structured organizational mechanism used to acknowledge and reward employees' contributions and performance. Recognition serves not only as a form of compensation but also as a symbolic affirmation of employees' value within the organization. According to Ashar and Supardi (2025), recognition systems are formal instruments designed to appreciate employees' achievements and work contributions. Layaman (2018) further explains that recognition systems function as a reciprocal exchange between organizations and employees, rewarding effort, skills, and commitment in pursuit of organizational success.

Recognition may take financial or non-financial forms. Brun and Dugas (2008) emphasize that non-material recognition such as praise, acknowledgment, and moral appreciation plays a critical role in fostering employees' emotional attachment to the organization. Such recognition enhances employees' sense of being valued and respected, which positively influences motivation and loyalty (Annisa & Anindyah, 2025). The effectiveness of recognition systems is influenced by several factors, including internal consistency, external competitiveness, employee contribution, and administrative transparency. Internal consistency ensures fairness across employees, while external competitiveness allows organizations to remain attractive relative to labor market standards. Additionally, recognition must be aligned with individual performance contributions and supported by transparent administrative processes to maintain credibility and effectiveness (Dicky Stiawan et al., 2023; Situmorang et al., 2024).

Indicators commonly used to assess recognition systems include job complexity, discipline, educational background, reward relevance to employee needs, and alignment between rewards and organizational contributions (Mulyadi, 2007; Wibowo, 2008).

Employee Retention

Employee retention refers to an organization's ability to retain employees over an extended period by creating conditions that encourage long-term commitment. Ragupathi (2013) defines employee retention as a strategic management effort aimed at keeping employees within the organization, while Karthi (2012) views retention as a motivational process that encourages employees to remain employed for as long as possible. Retention reflects organizational success in maintaining loyal and high-performing employees (Susilo, 2013).

Employee retention is widely recognized as a critical determinant of organizational performance. Khalid and Nawab (2018) argue that retention is a central element of sustainable organizational success, as it reduces turnover-related costs and preserves institutional knowledge. Retention occurs when employees feel motivated, valued, and confident about their future within the organization (Ansari & Bijalwan, 2017).

Key indicators of employee retention include career opportunities, competitive rewards, and positive interpersonal relationships. Opportunities for training and career advancement, fair compensation and recognition, and supportive relationships among colleagues and supervisors all contribute to employees' willingness to remain with an organization (Putra & Rahyuda, 2016; Hilya & Ferdian, 2024).

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Problem Statement

Despite extensive theoretical evidence supporting the role of career development and recognition systems in enhancing employee retention, practical implementation often falls short. At PT Onedoor, employee turnover has increased in recent years, indicating potential weaknesses in human resource management practices. Internal observations suggest that employees perceive career paths as unclear and recognition practices as inconsistently applied. This condition reflects a gap between human resource management theory and organizational practice. Ineffective career development limits employees' professional growth, while weak recognition systems reduce motivation and perceived fairness. When these factors are not adequately addressed, employee commitment declines, increasing turnover risk and negatively affecting organizational performance.

Therefore, this study addresses the following research problem: How do career development and recognition systems influence employee retention at PT Onedoor in Central Jakarta? By empirically examining these relationships, the study seeks to bridge the gap between theory and practice and provide evidence-based recommendations for improving employee retention through strategic human resource management.

3. Method

This study employed a quantitative research approach to empirically examine the relationships between career development, recognition system, and employee retention at PT Onedoor. Quantitative research emphasizes the collection and analysis of numerical data to test theoretical relationships among variables through statistical procedures (Creswell, 2014). This approach was considered appropriate because the study aimed to measure the extent to which career development and recognition systems influence employee retention based on empirical evidence.

The population of this study consisted of all active employees of PT Onedoor during the data collection period, totaling 30 individuals. Given the relatively small population size, a saturated sampling technique was applied, whereby the entire population was included as research respondents. This method ensured that the data accurately represented actual organizational conditions and minimized sampling bias.

Data were collected using a structured questionnaire designed to measure respondents' perceptions of career development practices, recognition systems, and employee retention. The questionnaire items were developed based on established theoretical constructs and operational indicators to ensure measurement relevance. Prior to hypothesis testing, the quality of the research instrument was assessed through validity and reliability tests. Item validity was evaluated using Pearson correlation analysis, while reliability was assessed using Cronbach's Alpha, with values exceeding the acceptable threshold of 0.70, indicating satisfactory internal consistency.

The collected data were analyzed using the Statistical Package for the Social Sciences (SPSS). Descriptive statistical analysis was first conducted to provide an overview of respondent characteristics and variable distributions. To ensure the robustness of the regression model, classical assumption tests including normality, multicollinearity, and heteroscedasticity tests were performed. The results confirmed that the data met the assumptions required for regression analysis.

Hypothesis testing was carried out using multiple linear regression analysis to examine both partial and simultaneous effects of the independent variables on employee retention. The t-test was used to assess the individual influence of career development and recognition system, while the F-test was employed to evaluate their combined effect. Furthermore, the coefficient of determination (Adjusted R²) was used to

measure the proportion of variance in employee retention explained by the independent variables. Through these analytical procedures, the study aimed to provide reliable and valid empirical findings to support evidence-based human resource management practices at PT Onedoor.

4. Results and Discussion

Description of Research Object

Respondent demographic characteristics were analyzed to describe the profile of employees participating in this study. The demographic variables included gender, age, educational background, and length of service. A total of 30 respondents from PT Onedoor participated in the survey. The detailed distribution of respondent characteristics is presented below.

Gender Distribution

Based on the data presented in Table 1, female respondents dominated the sample, accounting for 76.7% of the total respondents, while male respondents represented 23.3%. This distribution indicates that the workforce of PT Onedoor is predominantly female.

Table 1. Distribution of Respondents by Gender

No.	Gender	Frequency (f)	Percentage (%)
1	Male	7	23.3
2	Female	23	76.7
Total		30	100.0

Source: Primary Data, 2025

Age Distribution

Table 2 shows that the majority of respondents were under 25 years old, representing 96.7% of the total sample, while only 3.3% of respondents were between 25 and 35 years old. This finding indicates that the workforce at PT Onedoor is largely composed of young employees.

Table 2. Distribution of Respondents by Age

No.	Age Group	Frequency (f)	Percentage (%)
1	< 25 years	29	96.7
2	25–35 years	1	3.3
Total		30	100.0

Source: Primary Data, 2025

Educational Background

As shown in Table 3, most respondents had a senior high school or vocational high school education (SMA/SMK), accounting for 86.7%. Respondents with a bachelor's degree (S1) represented 10%, while those holding a master's degree (S2) accounted for 3.3%. This distribution reflects the educational profile of employees in the organization.

Table 3. Distribution of Respondents by Educational Level

No.	Education Level	Frequency (f)	Percentage (%)
1	Senior High School / Vocational School	26	86.7
2	Bachelor's Degree (S1)	3	10.0
3	Master's Degree (S2)	1	3.3
Total		30	100.0

Source: Primary Data, 2025

Length of Service

Table 4 indicates that the majority of respondents had a length of service of less than one year (66.7%). This was followed by employees with 1–3 years of service (23.3%), 4–6 years (6.7%), and more than 10 years (3.3%). These findings suggest a relatively high proportion of newly hired employees at PT Onedoor.

Table 4. Distribution of Respondents by Length of Service

No.	Length of Service	Frequency (f)	Percentage (%)
1	< 1 year	20	66.7
2	1–3 years	7	23.3
3	4–6 years	2	6.7
4	> 10 years	1	3.3
Total		30	100.0

Source: Primary Data, 2025

Validity Test

The validity test was conducted to examine the extent to which each questionnaire item accurately reflects the construct it is intended to measure. An item is considered valid if the calculated correlation coefficient (*r*-count) exceeds the critical value of the correlation table (*r*-table). The results of the validity test for all research variables are presented in Table 5.

Table 5. Validity Test Results of Research Instruments

Variable	Item	<i>r</i> -count	<i>r</i> -table	Remark
Career Development (<i>X</i> ₁)	1	0.908	0.3610	Valid
	2	0.896	0.3610	Valid
	3	0.916	0.3610	Valid
	4	0.906	0.3610	Valid
	5	0.867	0.3610	Valid
Recognition System (<i>X</i> ₂)	1	0.894	0.3610	Valid
	2	0.868	0.3610	Valid
	3	0.903	0.3610	Valid
	4	0.901	0.3610	Valid
	5	0.891	0.3610	Valid
Employee Retention (<i>Y</i>)	1	0.874	0.3610	Valid
	2	0.884	0.3610	Valid
	3	0.791	0.3610	Valid
	4	0.883	0.3610	Valid
	5	0.856	0.3610	Valid

Source: Data Processing Results, 2025

The results indicate that all items across the three variables have *r*-count values greater than the *r*-table value. This confirms that each questionnaire item has a significant correlation with its respective total score. Therefore, all items are considered valid and suitable for measuring the constructs of career development, recognition system, and employee retention.

Reliability Test

Following the validity test, a reliability test was conducted to assess the internal consistency of the research instrument. Reliability was evaluated using Cronbach's Alpha coefficient, where a variable is considered

reliable if the Cronbach's Alpha value exceeds 0.60. The results of the reliability test are presented in Table 6.

Table 6. Reliability Test Results of Research Instruments

Variable	Number of Items	Cronbach's Alpha	Remark
Career Development (X ₁)	6	0.826	Reliable
Recognition System (X ₂)	6	0.824	Reliable
Employee Retention (Y)	6	0.818	Reliable

Source: Data Processing Results, 2025

Based on the results shown in Table 6, all variables meet the required reliability criteria. The Cronbach's Alpha values for Career Development, Recognition System, and Employee Retention exceed the minimum threshold, indicating that the measurement instruments are internally consistent and reliable for further statistical analysis.

Classical Assumption Test

a. Normality Test

Normality was assessed using the Kolmogorov–Smirnov test, histogram, and probability plot. Data are considered normally distributed if the Asymp. Sig. (2-tailed) value exceeds 0.05. Visual inspection through histogram analysis indicates normality when the distribution forms a symmetric bell-shaped curve, while the probability plot confirms normality when data points follow or lie close to the diagonal line.

Table 7. Normality Test Results One-Sample Kolmogorov-Smirnov Test

		Standardized Residual
N		30
Normal Parameters ^{a,b}	Mean	0,0000000
	Std. Deviation	0,96490128
Most Extreme Differences	Absolute	0,110
	Positive	0,110
	Negative	-0,091
Test Statistic		0,110
Asymp. Sig (2-tailed)		0,200 ^{c,d}

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance

Sumber: Hasil Olah Data, 2025

The Kolmogorov–Smirnov test results show an Asymp. Sig. (2-tailed) value of 0.200, which is greater than 0.05. This finding indicates that the residuals are normally distributed. Therefore, the regression model satisfies the normality assumption and is suitable for further statistical analysis.

b. Multicollinearity Test

Multicollinearity was examined using tolerance and Variance Inflation Factor (VIF) values. A regression model is considered free from multicollinearity when tolerance values exceed 0.01 and VIF values are below 10. The results show a tolerance value of 0.494 and a VIF value of 2.026, both within acceptable thresholds. Therefore, no multicollinearity is detected, indicating that the independent variables are not excessively correlated.

Table 8. Multicollinearity Test Results

Model	Variable	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t-value	Sig.	Tolerance	VIF
1	(Constant)	3.296	2.062	–	1.598	0.122	–	–
	Career Development (X ₁)	0.346	0.153	0.376	2.254	0.032	0.494	2.026
	Recognition System (X ₂)	0.437	0.152	0.481	2.883	0.008	0.494	2.026

Dependent Variable: Employee Retention (Y)

Source: Data Processing Results, 2025

c. Heteroscedasticity Test

Heteroscedasticity was examined using a scatter plot and the Glejser test. The scatter plot shows that the residuals are randomly distributed above and below the zero line without forming a specific pattern, indicating homoscedasticity.

Table 9. Heteroscedasticity Test Results Regression Coefficients (Glejser Test)

Model	Variable	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t-value	Sig.	Tolerance	VIF
1	(Constant)	3.829	1.261	–	3.037	0.005	–	–
	Career Development (X ₁)	-0.163	0.094	-0.450	-1.743	0.093	0.494	2.026
	Recognition System (X ₂)	0.080	0.093	0.222	0.859	0.398	0.494	2.026

Dependent Variable: Absolute Residuals (ABRESID)

Source: Data Processing Results, 2025

This result is supported by the Glejser test, where the significance values for Career Development (0.093) and Recognition System (0.398) exceed 0.05. Therefore, the regression model is free from heteroscedasticity.

Hypothesis Testing and Coefficient of Determination

a. Multiple Linear Regression Analysis

Multiple linear regression analysis was employed to examine the extent to which the independent variables influence the dependent variable. Regression results may indicate positive or negative effects, either significant or insignificant. A summary of the multiple linear regression results is presented in Table 10

Table 10. Multiple Linear Regression Coefficients

Model	Variable	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t-value	Sig.
1	(Constant)	3.296	2.062	–	1.598	0.122
	Career Development (X ₁)	0.346	0.153	0.376	2.254	0.032
	Recognition System (X ₂)	0.437	0.152	0.481	2.883	0.008

Dependent Variable: Employee Retention (Y)

Source: Data Processing Results, 2025

Based on the analysis, the regression equation indicates that Employee Retention is influenced by Career Development and Recognition System. The constant value of 3.296 indicates that when Career Development and Recognition System are assumed to be zero, the level of Employee Retention is predicted to be 3.296. The regression coefficient for Career Development (X_1) is 0.346, implying that a one-unit increase in career development leads to an increase of 0.346 units in employee retention, holding other variables constant. Meanwhile, the regression coefficient for Recognition System (X_2) is 0.437, indicating that a one-unit increase in the recognition system increases employee retention by 0.437 units, assuming other variables remain unchanged.

Partial t-Test Results

The t-test results indicate that Career Development has a calculated t-value of 2.254, which exceeds the critical t-table value of 2.042. The significance level is 0.032, which is below the 0.05 threshold. These findings demonstrate that Career Development has a positive and statistically significant effect on Employee Retention. Similarly, the Recognition System variable records a t-value of 2.883, which is also higher than the t-table value of 2.042, with a significance level of 0.008. Since this value is below 0.05, it can be concluded that the Recognition System has a positive and significant effect on Employee Retention.

Simultaneous F-Test Results

Table 11. Simultaneous F-Test Results

Model	Source	Sum of Squares	df	Mean Square	F-value	Sig.
1	Regression	540.873	2	270.436	22.938	0.000
	Residual	318.327	27	11.790		
	Total	859.200	29			

Dependent Variable: Employee Retention (Y)

Predictors: (Constant), Recognition System (X_2), Career Development (X_1)

Source: Data Processing Results, 2025

The F-test results show an F-statistic of 22.938, which exceeds the critical F-table value of 3.340 at a 0.05 significance level ($df_1 = 2$; $df_2 = 27$). In addition, the significance value is 0.000, which is well below 0.05. These results indicate that Career Development and Recognition System simultaneously have a significant effect on Employee Retention.

Coefficient of Determination

Table 12. Coefficient of Determination Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	0.793	0.630	0.602	3.434	0.630	22.938	2	27	0.000

The Model Summary results show a correlation coefficient (R) of 0.793, indicating a strong positive relationship between Career Development and Recognition System and Employee Retention. The R^2 value of 0.630 suggests that 63.0% of the variance in Employee Retention is explained by the two independent variables, while the remaining 37.0% is influenced by other factors. Furthermore, the Adjusted R^2 value of 0.602 confirms that the regression model provides a reliable explanation of employee retention when accounting for the number of predictors and sample size.

Discussion

This study was conducted to examine the influence of career development and recognition systems on employee retention at PT Onedoor. The findings provide empirical evidence that both variables play a

significant role in shaping employees' decisions to remain with the organization, either individually or simultaneously. These results reinforce the relevance of human resource management strategies that focus not only on recruitment but also on long-term employee retention.

The regression analysis demonstrates that career development has a positive and statistically significant effect on employee retention. This finding indicates that improvements in career development practices such as training opportunities, competency development, and clear promotion pathways are associated with higher levels of employee retention. When employees perceive that the organization provides opportunities for growth and professional advancement, they are more likely to develop long-term commitment and reduce their intention to leave. This result is consistent with the view that career development enhances employees' sense of security and future prospects within the organization, which strengthens loyalty and motivation (Sunyoto, 2015; Mangkunegara, 2017). Similar findings have been reported by Augossy et al. (2024) and Andriyani et al. (2024), who argue that structured career development programs contribute to higher retention through increased job satisfaction and organizational commitment.

In addition to career development, the recognition system was found to have a positive and significant influence on employee retention. The regression coefficient indicates that recognition has a stronger effect compared to career development, suggesting that employees place considerable importance on how their contributions and performance are acknowledged. Recognition in the form of appreciation, rewards, or performance-based incentives creates positive psychological outcomes, such as a sense of being valued and respected by the organization. This sense of appreciation encourages employees to remain loyal and committed. These findings align with the arguments of Brun and Dugas (2008), who emphasize that recognition particularly non-financial recognition strengthens emotional attachment to the organization. Empirical support from Adesina and Egbuta (2025) and Nurdiani and Megawati (2024) further confirms that fair and transparent recognition systems reduce turnover intentions and enhance employee engagement.

The simultaneous testing results reveal that career development and recognition systems jointly exert a significant influence on employee retention. This finding suggests that employee retention cannot be effectively addressed by focusing on a single human resource practice. Instead, retention is shaped by the combined effect of growth opportunities and recognition mechanisms. Employees are more likely to remain in an organization when they not only see clear career prospects but also feel that their efforts and achievements are acknowledged. This result supports the integrative perspective of human resource management, which emphasizes the alignment of development-oriented and reward-based practices to sustain workforce stability (Busro, 2018; Sari et al., 2023).

The coefficient of determination further indicates that a substantial proportion of variation in employee retention is explained by career development and recognition systems, while the remaining variance may be attributed to other factors such as job satisfaction, leadership style, work environment, and organizational culture. This finding implies that although career development and recognition are critical determinants, employee retention is a multidimensional phenomenon that requires a broader strategic approach. Previous studies have similarly highlighted the importance of combining multiple human resource practices to achieve sustainable retention outcomes (Khalid & Nawab, 2018; Sunyoto & Saksono, 2024).

The findings of this study suggest that PT Onedoor needs to balance its investment in career development initiatives with the consistent implementation of recognition systems. Clear career pathways provide employees with long-term motivation, while effective recognition reinforces day-to-day engagement and commitment. When these two aspects are managed effectively, employees are more likely to perceive the

organization as supportive and fair, which ultimately enhances employee retention. These results contribute to the human resource management literature by providing empirical evidence from a private-sector context in Indonesia and offer practical insights for organizations seeking to reduce turnover and strengthen workforce sustainability.

5. Conclusion

This study concludes that career development and recognition systems play a crucial role in enhancing employee retention at PT Onedoor. The findings demonstrate that career development has a positive and significant effect on employee retention, indicating that clear and well-structured career paths, supported by training and development opportunities, encourage employees to remain with the organization. In addition, the recognition system is proven to have a positive and significant influence on employee retention, suggesting that fair, consistent, and transparent reward practices strengthen employee motivation and loyalty. Furthermore, the simultaneous analysis confirms that career development and recognition systems jointly contribute significantly to employee retention, highlighting the importance of integrating growth-oriented and reward-based human resource practices. The adjusted coefficient of determination indicates that a substantial proportion of employee retention is explained by these two variables, while the remaining variance is influenced by other factors beyond the scope of this study. Overall, the results emphasize the need for organizations to balance career development initiatives and recognition mechanisms to sustain employee commitment and reduce turnover.

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