

Harnessing Employee Engagement and Organizational Culture for Employee Retention in the NGO of Women Empowerment

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Abstract

This research was conducted at the Women Empowerment Foundation, focusing on employee retention, believed to have different dynamics compared to profit-oriented companies. The foundation, as a Non-Governmental Organization (NGO) with social goals, often faces financial uncertainty that can affect job stability. The purpose of the study is to determine how, if at all, organizational culture and employee engagement affect foundation employee retention. The research method employed was quantitative, with a survey approach using a questionnaire as the research instrument. Respondents were permanent employees of the foundation with a minimum of one year of experience. The total number of respondents involved was 86 individuals. Multiple linear regression analysis revealed that employee engagement and organizational culture positively influence employee retention at the Women Empowerment Foundation. Specifically, employee engagement significantly influences employee retention, while organizational culture, in part, also significantly influences employee retention in the foundation. The research's conclusions advance knowledge of the variables influencing worker retention in nonprofits that support women's emancipation.

Keywords: *Employee Engagement, Organizational Culture, Employee Retention, Woman Empowerment*

1. Introduction

Non-profit organizations are often faced with the challenge of maintaining the retention of competent and dedicated employees. This is due to several factors, such as lack of resources and financial support. According to Silverman and Tallento (2006), the non-profit sector is underappreciated, underfunded, under-resourced, and understaffed, especially when compared to the business world.

Employee engagement, or how much a worker feels invested in their work and a part of the organization, is one of the variables that might impact employee retention in non-profit organizations. Engaged employees tend to be more

productive, have lower absenteeism rates, and are more likely to stay with the organization. In addition to Employee Engagement, another factor that can affect employee retention in Non-Profit Organizations is organizational culture.

According to Hemsley and Fraser (2008) Employee engagement affects employee retention. By understanding and maintaining employee engagement, organizations can improve the performance of their employees (Pitaloka & Putri, 2021). Employee engagement is not just an indicator of employee happiness, but also a key element for the long-term success of an organization. Another factor that influences employee retention is organizational culture. Organizational culture refers to the values,

norms, and behaviours that exist within the organization. A strong organizational culture can motivate employees to stay in the organization and contribute actively. Conversely, a poor organizational culture can make employees feel uncomfortable and leave the organization.

A common problem for many not-for-profit organizations is low employee retention rates. Retention rates can be as low as 43% in certain government-funded non-profit organizations and as high as 55% in non-profit organizations with private funding, according to Williams, Nichols, Kirk, and Wilson (2011). According to Williams et al., within the first year of employment, staff retention rates at certain local Agencies might reach 50%. For non-profit companies, low staff retention rates pose a number of commercial issues. In the context of Non-Profit Organizations, factors such as lower compensation compared to the private sector, high workload, and lack of career development and training opportunities can be the main causes of low employee retention. In addition, Non-Profit Organizations are also faced with increasing competition from other Non-Profit Organizations and the private sector in recruiting and retaining qualified employees.

Based on a survey conducted by Nonprofit Human Resources, a leading human resources firm for nonprofit organizations, which was conducted in 2022, and the results released in early 2023, the survey respondents were 1,200 nonprofit organizations across the United States, representing a variety of sectors and sizes. The survey was conducted with the aim of identifying human capital management priorities for nonprofit organizations in 2023. According to the poll results, 93% of nonprofit organizations prioritize developing an organizational culture and increasing employee engagement in 2023, whereas 7% of non-profit businesses do not prioritize these goals. The following are non-profit organizations' top three priorities for culture and staff engagement in 2023: Priority one was the assessment of organizational culture by 61% of respondents, which included factors like organizational values, workplace behaviors and attitudes, leadership effectiveness, and communication effectiveness, etc.); Second priority, 43% of

respondents built a more inclusive organizational culture; Third priority, 54% of respondents influenced the role of leadership on management culture.

Employing and retaining a dedicated workforce is essential to the long-term survival and profitability of non-profit organizations, both governmental and non-governmental (Das & Baruah, 2013). Nonprofit executives need to take serious action about the dearth of employee retention plans (Word & Park, 2015). a carefully thought-out and put into place method to guarantee that they hire and keep workers who successfully accomplish organizational goals. Based on a survey conducted by Nonprofit Human Resources, a leading human resources firm for nonprofit organizations, where the survey was conducted in 2022, and the results were released in early 2023, with survey respondents of 1,200 nonprofit organizations across the United States, representing a variety of sectors and sizes. The survey was conducted with the aim of identifying human capital management priorities for nonprofit organizations in 2023.

For organizational leaders in a variety of fields and sectors, keeping the finest workers is a major commercial concern and difficulty. Scholars (Peltokorpi, Allen, & Froese, 2014; Spell, Eby, & Vandenberg, 2014; Finger, Allscher, Fiedler, 2016; Spell, Eby, & Vandenberg, 2014) have examined the ways in which organizational culture, job characteristics, organizational leadership, and salary can impact retention rates of employees. Poor performance, low morale, and knowledge loss for the group, work unit, and overall organizational operations are all correlated with high employee turnover (Hausknecht & Holwerda, 2013).

Nonprofit executives need to take serious action about the dearth of employee retention plans (Word & Park, 2015). Conversely, a high staff turnover rate jeopardizes output and organizational leaders' attempts to accomplish the goal of the company. Numerous research on various retention-related topics, including job stress and duties, have been carried out in both government and non-government enterprises (Arifiani et.al, 2019). The availability and dedication of effective human resources is one of the primary determinants of a local

organization's success. Because of this, for any organization to succeed, its personnel must be committed to the company's objectives and capable of doing their duties in a professional manner.

In a similar vein, companies cannot prosper if their workforce is not dedicated to realizing their goals and objectives. As a result, organizational leaders cannot downplay the significance of putting in place successful retention tactics. According to Avianti and Pitaloka (2023), hiring and training new hires is more expensive than keeping current staff. It is a major responsibility for non-profit organization leaders to address their organization's financial sustainability and lessen the effects of personnel turnover when they have limited budgetary resources (Selden & Sowa, 2015). Therefore, in order to address complex issues and draw in a diverse range of personnel with a range of demands, organizational leaders must create successful retention strategies.

NGO is a form of legal entity that uses its resources for charitable, social, and religious purposes (Law of the Republic of Indonesia Number 16 of 2001 concerning Foundations). According to Resolution Number 28 of 2004 concerning Amendments to Law Number 16 of 2001 concerning Foundations, a Foundation is an organization that works to reduce social problems and conducts all its activities outside the government system.

In accordance with the purpose or purpose of the organization, funds from donors. Foundations in the field of social activities are directly controlled and used for social activity programmes. Without prior control, the funds obtained from the donors of foundations that follow zakat activities are given directly to those in need (Wahyuningsih & Tanggulung, 2004). The Women's Empowerment Foundation is committed to making a big impact on the communities it consistently tries to help, nurture and grow. Today the Women's Empowerment Foundation invests in children, families, and communities, and actively creates a more equal and better tomorrow.

In carrying out the organization's mission, the Women's Empowerment Foundation has 162 employees who are divided into three main pillars, namely

educational institutions, television media services and community empowerment in the Foundation's assisted communities.

Table 1. Foundation Employee Retention Data for the 2019-2022 Period

Year	Number of Employees (1)	Number of Employees The Exit (2)	TO TurnOver Employees (1)/(2)*100%	Employee Retention (100%-TO)
2019	169	33	5.1%	94.9%
2020	165	42	3.9%	96.1%
2021	158	14	11.3%	88.7%
2022	162	26	6.2%	93.8%

Source: data processed by researchers 2022

NGOs often have social missions or charitable causes that can provide intrinsic motivation to employees. Therefore NGOs may place more importance on non-material rewards. For employees with a high social conscience this can increase employee retention. On the other hand, some employees also expect financial rewards. This can also cause employee retention to drop. Some employees may be more interested in social factors and mission, while others may be more focused on compensation and material benefits.

NGOs often face greater financial uncertainty compared to profit-orientated companies. This can affect job stability, which may be a factor affecting employee retention.

2. Method

The approach used in this study is quantitative. According to Sugiyono (2016), quantitative methods are research techniques grounded in positivism, utilized to study particular populations or samples, collect data through the use of research instruments, and analyze data in a quantitative or statistical manner in order to test preconceived notions.

The importance of employee engagement and retention for firms is emphasized by Aguenza and Som (2018). It is the engine that propels the accomplishment of organizational goals and objectives as well as planned development. Turnover, as defined by Samuel and Chipunza (2009), is the result of workers quitting their positions and having to be replaced, which costs the

company money. Because of this, Khan and Aleem (2014) contend that managers now face significant difficulties in keeping their workforce, particularly their most skilled members.

The ability of the organization to successfully engage people to work with the company's business is outlined by Mike Johnson (2004) in his book "The new rules of engagement" as one of the most daunting organizational conflicts over the next ten years. In the IES Engagement 2005 study, Gemma Robertson-Smith and Carl Markwick (2005) talked about the factors that influence employee engagement in organizations: communication, cooperation, ethnicity, health and safety, equal opportunities, job satisfaction, and a sense of worth and involvement. According to Hemsley and Fraser (2008), increased employee engagement results in improved production, profit, and return on investment as well as minimal staff turnover.

H₁ : Employee Engagement affects Employee Retention at the Women's Empowerment Foundation

Organizational culture refers to the values, norms, beliefs, and behaviours practiced by the organization and its members. Employee retention, on the other hand, refers to the capacity of the company to hold onto talented staff members for an extended length of time. Research on human resource management has placed a lot of emphasis on the connection between company culture and employee retention.

Strong and positive organizational cultures have been linked to higher employee retention, according to numerous research. An effective organizational culture, for instance, can foster a strong feeling of identification and dedication to the company, which can enhance employee retention, according to a 2011 study by Cameron and Quinn. In addition, other studies have shown that an organizational culture that focuses on employee development, rewards, and attention to work-life balance can help improve employee retention. For instance, a study conducted in 2008 by Holtom et al. discovered that an organizational culture that supports and appreciates its workers emotionally can make them more inclined to stick with the company.

Studies have also revealed that there isn't always a good correlation between corporate culture and employee retention. For example, research by Cho and Dansereau (2010) found that organizational cultures that are too conservative and rigid can reduce employees' desire to remain in the organization. Another study by Kim et al. (2010) showed that an organizational culture that is too task- and results-oriented can reduce employee satisfaction and their desire to remain in the organization. Therefore, it is important for organizations to pay attention to the type of organizational culture that is implemented and ensure that it matches the needs and preferences of employees. In order to assess the influence of organizational culture on employee retention, a number of measurement variables have been developed, including job satisfaction, organizational commitment, organizational identity, and intention to stay in the organization. Studies also use quantitative methods such as surveys, and statistical analysis to evaluate the relationship between organizational culture variables and employee retention.

In some research conclusions, it has been shown that a positive and strong organizational culture can increase employee retention, while an overly conservative or task- and result-oriented organizational culture can reduce employee retention. As a result, it's critical for businesses to consider the organizational culture they adopt and make sure it fits the demands and preferences of their workforce.

H₂ : Organizational Culture affects Employee Retention at the Women's Empowerment Foundation

Employee engagement is often regarded as a positive psychological attitude leading to other encouraging outcomes, such as satisfaction and commitment, all of which encourage employees to feel secure, productive and ultimately choose to remain in an organization that offers all of the above (Tymon et al., 2011). Empirical research has validated the connection between company culture and staff retention and employee engagement. Employee engagement pertains to the degree of dedication, drive, and contentment that staff members possess towards their position and company.

Numerous elements, including corporate culture, communication, leadership, and job design, have an impact on it. Conversely, organizational culture describes the common values, beliefs, attitudes, and behaviors that define the organization. It consists of things like the organization's policies, processes, and practices in addition to its mission, vision, and goals. Research consistently shows that a positive organizational culture is critical to driving employee engagement and retention. When employees feel that they fit into their organization's culture, they are more likely to be committed to their work, loyal to the organization, and motivated to contribute to its success.

Organizations with strong, positive cultures have much greater employee retention rates than those with weak or negative cultures, according to a study done by the Society for Human Resource Management (SHRM). The survey also discovered that retention rates were greater in companies that made cultural investments by providing opportunities for staff growth and recognition.

Engaged employees are 59% less likely to look for other employment opportunities in the upcoming year, according to another Gallup poll. This demonstrates how crucial employee engagement is to keeping staff members on board. In conclusion, corporate culture and employee engagement are strongly related and both have a big influence on employee retention. While a bad corporate culture can result in high turnover rates, a positive culture that encourages engagement can help build a devoted and loyal team.

It is clear from the foregoing explanation that organizational culture and employee engagement have an impact on employee retention.

H3 : Employee Engagement and Organizational Culture affect Employee Retention at the Women's Empowerment Foundation.

A framework, according to Polancik (2009), is a diagram that serves as a methodical, logical progression of themes that are to be written and is created based on research questions. The query provides an

explanation of the set, idea, or connections between many concepts. Sugiyono (2016) defines the framework as a conceptual model that is used as a theory that is related to several factors identified as important problems. The context in question for the research framework. The framework in quantitative research is a set of theories that can build a researcher's mindset or paradigm and can further strengthen the researcher's reasons for stating hypotheses.

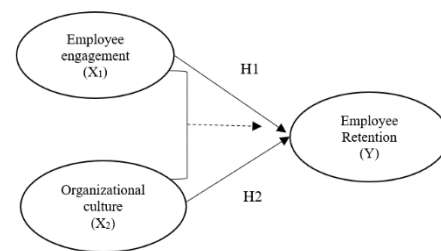


Figure 1. Thinking Framework

Sekaran and Bougie (2017) define independent variables as those that have a positive or negative impact on the dependent variable. In other words, if an independent variable is there, the dependent variable is also present, and the dependent variable increases or decreases in response to every 40 units increase in the independent variable. Put another way, the independent variable is what causes the variance in the dependent variable. Organizational culture (X2) and employee engagement (X1) are the study's independent variables.

The degree to which workers are involved, dedicated, and enthusiastic about their work within the company is known as employee engagement. Employees that have a high feeling of commitment to the company will work hard and efficiently, showing dedication to the company's advancement. According to Bakker & Schaufeli (2008), there are three aspects of employee engagement: vigor, which is a strong exertion of energy and mindset at work, courage to go all out in finishing a task, perseverance in the face of work difficulties, and willingness to put all effort into a job and persist despite difficulties; In this instance, dedication is characterized by a strong sense of participation in one's work as well as feelings of significance, excitement, pride,

inspiration, and challenge; absorption is carried out by workers who are consistently focused and take their work seriously. At work, people find it difficult to break away from their work because time appears to go by so quickly.

Organizational Culture (X2), according to Robbins and Judge (2018) a sharing system carried out by members to distinguish an organization from other organizations. In this study, it will be seen whether the organizational culture at Yayasan Women Empowerment Tangerang is good and meets the indicators of organizational culture. Organizational culture can be measured using the following indicators: creativity and risk-taking to the degree that employees are motivated to be creative and take chances; the degree to which employees should be able to demonstrate both analytical precision and attention to detail; Outcome orientation is the degree to which management places more emphasis on gains or outcomes than on the methods and procedures employed to get there; People-orientedness in the sense that managerial choices take into account how outcomes will affect the individuals within the company; team orientation in the sense that teams, not individuals, are the focal point of work activity; aggression to the point when individuals become combative and aggressive instead of calm; Stability to the extent that organizational operations prioritize status quo preservation over expansion.

In this study, Organizational Culture (X2) and Employee Engagement (X1) are the dependent variables. Employee Retention (Y) is the study's dependent variable. Variable measurement is as follows:

The technique and practice of managing valuable employees to prevent them from leaving their position within the company is known as employee retention (Mathis & Jackson, 2002). The questions used to measure employee retention adapted from Mathis & Jackson (2002) are:

a. Organizational Component i.e. The company has a positive culture and values for employees; Organizational strategy and management in the company is very clear; Human resources are well managed; The company provides

continuity or sustainability and high job security.

b. Opportunities for careers include The organization offers its employees training that is either continuous or ongoing; it also offers each employee professional chances and growth; the existence of formal career planning offered to each employee by the organization; acknowledges that the company pays its employees a competitive salary; The business offers suitable rewards to its staff; Recognition is given to each employee for their accomplishments; The business offers suitable perks, including health benefits and others; Designing a task or job involves Workers are solely accountable for the duties they are given; The business offers flexibility in completing duties; Every employee's work schedule is flexible thanks to the organization; The workplace provides support for workers to execute their jobs; leadership styles promote fairness among employees; management offers assistance to workers; and peer relationships among coworkers are excellent.

3. Result and Discussion

There were 86 respondents in all who were workers at the Women's Empowerment Foundation who had been there for more than equal to (\geq) a year. Based on factors including gender, age, length of employment, educational background, position level, and employment status at the Foundation, research participants are categorized. With a percentage of 62.8%, or 54 persons, female respondents make up the majority of the sample. Respondents who are 41 years of age or older have the most common response (36%), accounting for 31 employees overall. The majority of respondents, or 69 employees, chose Bachelor Education (S1) as their most recent educational background, accounting for 80.2% of the total respondents.

Respondents with a length of service of 4 years \leq 6 years were 23.3%, the same number as employees with a length of service of $>$ 10 years at 23.3%, namely 20 respondents each. Respondents based on position level consisted of staff position level which was the largest respondent at 77.9%

with a total of 67 employees. Respondents with permanent employee status or respondents with employment status Indefinite Time Work Agreement (PKWTT) are the largest respondents, namely 67.1%, with a total of 58 respondents. Researchers distributed questionnaires using google form with supervision and communication built with human resource management so that all respondents filled out the questionnaire, from the questionnaires that were filled in, it was stated that there was no missing data.

The validation test calculation for the employee engagement variable has a total mean of 4.14 where this result is included in the score range category with respondents' answers tending to strongly agree (SS). The highest mean value is 4.44, which means that respondents tend to strongly agree with statement X1.9, namely I feel the work done is meaningful. The next highest mean value is 4.40 for the 1st statement, namely I have high energy when working.

The cumulative mean for the organizational culture variable is 4.09, putting these results in the score range group where the majority of respondents strongly agreed (SS). For the ninth statement—that is, "I feel the work done is meaningful"—the highest mean value is 4.41. The statement that highlights the significance of teamwork, number 10, has the second-highest mean value, at 4.31.

Furthermore, the employee retention variable has a total mean of 3.55 where this result is included in the score range category with respondents' answers tending to strongly agree (SS). Namely, it is included in the score range above 3.32 where it can be considered that employees tend to answer statement items strongly agree (SS). The highest mean is found in the 9th statement with a score of 4.23, namely the current work at the Women's Empowerment Foundation is very important to me.

Standard deviation or standard deviation of research respondents' data can be said to be a diverse answer because all results are far above zero (0), with the lowest standard deviation value being 584, namely the 8th employee retention variable statement item, namely if I get an attractive job offer, I will not take the job. The highest standard deviation value is contained in the employee engagement variable statement with a value

of 1.23, namely the 11th statement I feel I enjoy my work until I forget my time.

In this study, in conducting the validity test, there was data on 86 respondents by distributing questionnaires distributed to employees of the Women's Empowerment Foundation to test the validity of the questionnaire that had been made.

The research table r with df 84 has a value of 0.1786 since there are 86 respondents in total ($N = 86$) in the processed research data. When the p -value is less than the significance level (0.05) or the r value is more than the r table (0.1786), the data results are deemed valid (Machali, 2021). There are 14 statement items in the validity test findings, which corresponds to the number of employee engagement variable indicators with r count $>$ r table (0.1786). These findings support the validity of the employee engagement variable used in this investigation.

The outcomes of gathering respondent data via distributed questionnaires are used to determine the validity test for the organizational culture variable. The data collection validity test of 86 respondents using 14 statement items is presented below. The number of indicators of the organizational culture variable with r count $>$ r table (0.1786) is indicated by this number. The validity of the organizational culture factors in this study can be inferred from these findings.

The findings of gathering respondent data via a disseminated questionnaire serve as the basis for the validity test on the employee retention variable. There are nine statement items, or the number of indicators of the employee retention variable that have r count $>$ r table (0.1786), based on the validity test results. These findings support the validity of the organizational culture variable in this investigation.

To find out how consistent a measurement result is when repeated, a reliability test is carried out. According to George and Mallery (2003), a variable's measurement is considered reliable if its Cronbach α value is less than or equal to 0.60. Additionally, each variable's Cronbach alpha value is greater than 0.6, meaning that all of the variables are dependable and that the

indicators consistently measure the corresponding latent variables.

Table 2. Employee Engagement Reliability Test Results

<i>Reliability Statistics</i>	
Cronbach's Alpha	N of Items
.883	14

Source: data processed by researchers 2022

Table 3. Organizational Culture Reliability Test Results

<i>Reliability Statistics</i>	
Cronbach's Alpha	N of Items
.874	14

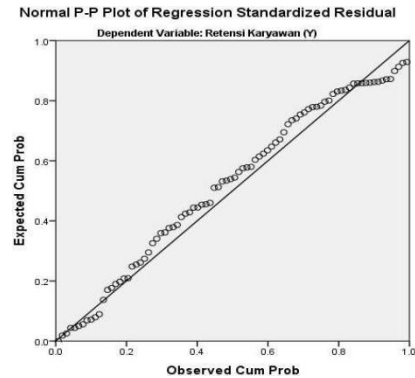
Source: data processed by researchers 2022

Table 4. Employee Retention Reliability Test Results

<i>Reliability Statistics</i>	
Cronbach's Alpha	N of Items
.859	9

Source: data processed by researchers 2022

In addition, the results of the Normality Test are completed; this test is used to ascertain whether or not the residuals spread normally. This study makes use of an analysis-based test. The results of the above calculations show the probability value of the Jarque-Bera test of 0.200 is greater than alpha (0.05), so the decision fails to reject Ho. As a result, it can be concluded that the residuals spread normally, or in other words, the normality assumption is fulfilled. The Kolmogorov-Smirnov test has three approaches: the first uses Asymptotic only; the second uses Monte Carlo.



Source: data processed by researchers 2022

Figure 2. P-Plot Data Normality Test Results

The distribution of data points is in line with the diagonal line and spreads about it, as can be observed from the data processing results in Figure 2. As a result, the employee engagement variable can be considered normal.

Table 5. Kolmogorov-smirnov Normality Test Results

<i>One-Sample Kolmogorov-Smirnov Test</i>	
Unstandardized Residual	
N	86
Normal Parameters a,b	Mean .0000000
	Std. Deviation .75626591
Most Extreme Differences	Absolute .078
	Positive .078
	Negative -.075
Test Statistic	.078
Asymp. Sig. (2-tailed)	.200c,d

Source: data processed by researchers 2022

The Jarque-Bera test has a probability value of 0.200, which is greater than alpha (0.05). If the decision fails to reject Ho, it can be concluded that the residual (residue) spreads normally, or that the

assumption of normality is fulfilled. The Kolmogorov-Smirnov test has three approaches: the first uses Asymptotic only; the second uses Monte Carlo.

The F-statistic value is one of several indicators that show multicollinearity, although the t-statistics for each variable do not show significance (Gujarati, 2006). Additionally, examining the independent variable's Variance Inflation Factor (VIF) is another method for determining the multicollinearity issue. Multicollinearity exists when the VIF value is more than 10. The values of each independent variable's VIF are shown below.

Table 6. Multicollinearity Test Results Coefficients

Model	Collinearity Statistics	
	Tolerance	VIF
Employee Engagement	.599	1.669
Organizational culture	.599	1.669

Dependent Variabel : Employee Retention

Source: data processed by researchers 2022

Table 6 shows that each independent variable has the following characteristics: Engagement of Employees (X1) Vif~: 1.669 < 10; Tolerance: 0,599 > 0,1 Organization Budaya (X2) Vif~: 1.669 < 10; Tolerance: 0,599 > 0,1

The independent variable's VIF value appears to be less than 10, indicating that multicollinearity is not an issue and allowing for the use of the data for additional research. The purpose of the heteroscedasticity test is to determine whether the residuals of different observations in regression models exhibit unequal variance.

H0 hypothesis: residual homogeneous distribution (absence of heteroscedasticity) Hypothesis 1: The residual distribution is non-uniform, exhibiting heteroscedasticity.

Table 7. Heteroacedasticity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	Sig
	B	Std Error	Beta	
(Constant)	.595	.050		.000
Employee Engagement	-.019	.068	-.039	.784
Organizational culture	.069	.069	.154	.276

Dependent Variabel : abs_resid

Source: data processed by researchers 2022

Table 7 shows that the independent variable's significance values (0.784 and 0.276) > 0.05, respectively, indicating that the independent variable has no statistically significant effect on the dependent variable. This conclusion is based on the results of the Glejer test conducted above. Therefore, it may be said that there isn't a heteroscedasticity issue.

To find out if the residuals are mutually free or not, autocorrelation tests are run. Hypothesis H0: There is no autocorrelation and inter-residuals are mutually free H1: There is autocorrelation and inter-residuals are not mutually free.

Table 8. Autocorrelation Test Results

Model Summary ^b				
R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
.596a	.356	.340	.76532331	1.837

a. Predictors: (Constant), X2, X1
b. Dependent Variable: Y

Source: data processed by researchers 2022

The value of dL = 1.6021 dU = 1.6971 was obtained for k = 2 and n = 86 using the Durbin Watson test. The DW-stat value of 1.837 is known based on the Durbin Watson test findings. It may be inferred that there is no autocorrelation issue since the dw-stat value, which is 1.6021 < 1.837 < 2.3029, is between dU and 4-dU.

The impact of company culture and employee engagement on employee retention was investigated using multiple linear regression analysis. The regression coefficient's magnitude can be determined by data processing. Table 9 below displays the outcomes of data processing with regression models:

Table 9. Multiple Linear Regression Test Results

Coefficients*					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std Error	Beta		
1					
	(Constant)	-3.048E-16	.083	.000	1.000
	Employee Engagement	.398	.113	.402	3.533 .001
	Organizational culture	.253	.113	.254	2.233 .028

a. Dependent Variable : Employee Retention

Source: data processed by researchers 2022

Regression coefficient interpretation is possible based on the multiple linear regression test findings presented above. The employee engagement variable's regression coefficient is 0.398, which indicates the magnitude of the variable's influence on employee retention. Increasing the employee engagement variable by 1 unit will increase employee retention by 0.398 units. Similarly, the organizational culture variable's regression coefficient is 0.253, which indicates the magnitude of the variable's influence on employee retention. Increasing the organizational culture variable by 1 unit will increase employee retention by 0.253 units.

The results of calculating the coefficient of determination to ascertain the extent to which the independent variables—employee engagement (X1) and organizational culture (X2)—have a simultaneous impact on employee retention (Y).

Table 10. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin Watson
1	.596a	.356	340	.76532331	1.837

a. Predictors (Constant), X2,X1
b. Dependent Variable : Employee Retention

Source: data processed by researchers 2022

The R2 value of 0.356 indicates that 35.6% of the variation in employee retention may be accounted for by variables other than those included in the model, such as organizational culture and employee engagement.

To determine the significance of the impact of organizational culture and employee engagement factors (independent) on employee retention variables (dependent),

test F, also known as analysis of variance, is used.

Tabel 11. F-Test Result

Anova*					
Model	Sum of Squares	df	Mean Square	F	Sig.
1					
	Regression	26.850	2	13.425	22.920 .000b
	Residual	48.615	83	.586	
	Total	75.465	85		

a. Dependent Variable : Employee Retention
b. Predictors : (Constant), X2, X1

Source: data processed by researchers 2022

The p-value, or sig.test F (0.000 < 0.05), derived from the above table indicates that reject Ho, indicating the presence of at least one independent variable influencing employee retention. The statistical test t is used to demonstrate the contribution of each independent or explanatory variable to the variance in the dependent variable.

Table 12. Test Results t

Coefficients*					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std Error	Beta		
1					
	(Constant)	-3.048E-16	.083	.000	1.000
	Employee Engagement	.398	.113	.402	3.533 .001
	Organizational culture	.253	.113	.254	2.233 .028

b. Dependent Variable : Employee Retention

Source: data processed by researchers 2022

Based on the aforementioned data, the t test results show that the variable Employee Engagement's p-value (0.001) < 0.05, indicating that reject Ho (i.e., Employee Engagement (X1) has a significant impact on employee retention) is reached. Given that the t test findings showed that the variable Organizational Culture's p-value (0.028) was less than 0.05, it is possible to conclude that reject Ho, indicating that Organizational Culture (X2) significantly affects employee retention.

The outcomes of examining the effects of organizational culture (X2) and employee engagement (X1) on employee retention (Y) are discussed in the study's results discussion. and is able to respond to previously proposed theories. The study findings are discussed using hypotheses and research findings from earlier experiments. The study's findings regarding the relationship between employee engagement and retention indicate that, at the Women's

Empowerment Foundation, employee engagement positively and somewhat significantly affects retention. Consequently, it stands to reason that more employee engagement will be accompanied by higher staff retention rates. The findings of this study are consistent with those of Ekhsan and Taopik's (2020) research, which demonstrates that employee engagement significantly and favorably affects employee retention.

The Women's Empowerment Foundation's staff retention rates are significantly impacted by corporate culture, according to the study's findings. The organizational culture questionnaire demonstrates this. When working more thoroughly is encouraged by the highest mean indicator. The hypothesis proving that organizational culture toward employee retention is accepted is then supported by the acceptance of the H2 choice.

According to the test results, there are factors related to organizational culture that significantly impact employee retention. This demonstrates how the Women's Empowerment Foundation's organizational culture can improve worker retention. Employee retention is positively and significantly impacted by organizational culture (X2). The findings of this study are consistent with Diva and Artha's (2020) research, which found that organizational culture has a positive and significant impact on employee retention. Increased job satisfaction, pay, and organizational culture will all help to keep employees with the company.

4. Conclusion

Based on the result that has discuss above, the authors conclude several points as:

1. At the Women's Empowerment Foundation, employee retention is significantly impacted by employee engagement. Therefore, it follows that higher employee engagement levels will be accompanied by higher staff retention rates.
2. At the Women's Empowerment Foundation, organizational culture has a big impact on staff retention. Therefore,

it can be said that the Women's Empowerment Foundation's strategy of enhancing company culture can raise employee retention.

3. At the Women's Empowerment Foundation, employee retention is positively impacted by organizational culture and employee engagement. Therefore, it can be said that an organization's capacity to keep employees at the Foundation increases with levels of corporate culture and employee engagement.

5. Acknowledgments

It is expected that the Foundation can increase employee engagement that has been built because employee engagement has a significant effect on the Foundation's ability to retain its best employees to continue working at the Foundation. There are some suggestions in increasing employee engagement, namely: a. Provide adequate infrastructure to support work productivity. b. Facilitate in providing training and skill development, where when the Foundation invests in the future of employees, the higher the level of employee engagement. c. Build positive, mutually supportive, and harmonious social relationships in the work environment so as to help employees to be more productive and feel more attached to the Foundation. d. Fostering emotional attachment between employees and the company so that employees have a sense of togetherness in the organization and have a willingness to stay in the company regardless of the conditions e. Build effective, transparent, two-way communication both from above and vice versa between leaders and subordinates, 2. The Women's Empowerment Foundation has created an excellent corporate culture overall. This means that employees understand and run the organizational culture well in working at the Foundation. There are several suggestions related to organizational culture based on the results of the study: a. Instilling and socializing organizational culture towards employees to apply in completing daily work. b. Provide feedback, recognition and appreciation for performance achievements in a positive and open manner. c. Provide

space for employees to innovate and develop, respect individuals, encourage positive employee behavior in the work environment, and improve effective communication.

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7. Biographies

Widiya Avianti, a woman who works as a housewife as well as a permanent lecturer at STIE Wibawa Karta Raharja located in Purwakarta, West Java Province. Not only a Lecturer, but currently also actively carrying out the profession as a Trainer in the field of Management. Has had Lecturer Certification and BNSP competency certificate. Serving as Deputy Director of PT Dewan Mitra Profesi (DewaPro), which provides Training Workshop, Seminar Events, Education and Gathering Conference services. Committed to consistently working through writing in the form of articles and books that are made as written works solely for the purpose of sharing knowledge.

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