

## Analysis of Factors Affecting Customer Satisfaction at PT.OSO Gallery



Karendita Dayri Prawira<sup>1</sup>, B. P. Kusumo Bintoro<sup>2</sup>, Rachmat Hadis<sup>3</sup>, Warseno<sup>4</sup>, Yochebed Anggraini Terah<sup>5</sup>

Faculty of Economics and Social Sciences, Bakrie University<sup>1,2</sup>, Faculty Science and technology University of Raharja<sup>3,4,5</sup>

Kuningan, DKI Jakarta/(021) 5261448<sup>1,2</sup>, Cikokol, Tangerang/(021) 5529586<sup>3,4,5</sup>  
Indonesia<sup>1,2,3,4,5</sup>

e-mail: [admisi@bakrie.ac.id](mailto:admisi@bakrie.ac.id)<sup>1</sup>, [kusumo.bintoro@bakrie.ac.id](mailto:kusumo.bintoro@bakrie.ac.id)<sup>2</sup>, [rachmat.hadis@raharja.info](mailto:rachmat.hadis@raharja.info)<sup>3</sup>, [warseno@raharja.info](mailto:warseno@raharja.info)<sup>4</sup>, [yochebed@raharja.info](mailto:yochebed@raharja.info)<sup>5</sup>.

Author Notification  
29 November 2021  
Final Revised  
11 January 2022  
Published  
13 January 2022



To cite this document:

Prawira, K. D. ., Bintoro, B. P. K. ., Hadis, R. ., Warseno, W., & Terah, Y. A. . (2022). Analysis of Factors Affecting Customer Satisfaction at PT.OSO Gallery. ADI Journal on Recent Innovation, 3(2), 172–183.

DOI: <https://doi.org/10.34306/ajri.v3i2.531>

Hash:

ABCmDKgFLbJIZ4MJ5NcKcdAbraBPLBDooRVYUUIwPDekZffFXpdekAuR6NcaXkW7

### Abstract

*This study aims to identify factors affecting customer satisfaction in PT.OSO sekuritas cabang galeri Universitas MH. Thamrin and describe it based on customer perceptions. This research uses a qualitative approach with case study strategy. Data collection techniques used are interviews, observation, and document review. The participants of this study 25 customers with different backgrounds (student or employee). The result of study shows that factors affecting customer satisfaction in PT.OSO sekuritas cabang galeri Universitas MH. Thamrin Branch is the excellence of the relationship between the employee and the costume, accuracy in satisfying customer desires or demand and adequate facilities in the investment gallery. This strategy will always be improved by the employees to provide customer satisfaction in the long term.*

*Keywords: Customer satisfaction, service quality, customer relation, customer loyalty.*



## 1. Introduction

Competitive advantage is a series of processes that develop and must be managed continuously by the company. Along with the development of science and technology, business competition has also become very tight. According to Kotler in [1], [2]"A well-designed marketing strategy is necessary to maintain and develop the business in a highly competitive business world", in line with that of course the company must form the foundation of a good marketing strategy.

Table 1.1 Stock Transaction Data of PT. OSO Securities University MH Thamrin Cab Thamrin

Year	Value	Customer
November/2018	756.986.379	33
Desember/2018	3.106.144.632	36
January/2019	11.777.128.600	58
February/2019	8.263.105.500	81
March/2019	7.446.384700	96
April/2019	3.213.555.000	101

PT. OSO Securities need to identify what factors are become a determinant of satisfaction and customer satisfaction at the Thamrin University Branch. Customers of a security including PT. OSO Sekuritas, Universitas MH Thamrin Gallery Branch have several securities accounts in other securities. This phenomenon raises the fundamental question of what strategy should be applied by the company to be able to increase satisfaction that has an impact on customers[3].

The Investment Gallery of the Indonesia Stock Exchange (IDX) is a means to introduce the Capital Market from an early age to the academic world. The IDX Investment Gallery with the 3 in 1 concept, which is a collaboration between IDX, Universities and Securities Companies, is expected to be a bridge to mastery of science and practice in the capital market. For universities, there is a strategic alliance with capital market players (IDX, AB, Data Vendors) Increase the Brand Name and Selling Value of the college. For Stock Exchange Member Companies, as a promotional media step among students/academics and as a media for recruitment of reliable Capital Market HR. For data vendors, it does not issue hardware investments for the IDX corner & Capital Market Lab.

Study seeks to explore problems from the perspective of customers or how customers perceive these factors. PT. OSO Sekuritas, MH Thamrin University Gallery Branch, aims to find out what factors affect Service Quality at PT. There are important determinants that can lead to high customer satisfaction and these factors will be identified in this study[4]. The purpose of this study was to identify the determinants that affect customer satisfaction at PT. OSO Sekuritas, MH Thamrin University Gallery Branch and further describes it based on customer perceptions. Although customer satisfaction is an important thing in the service of transacting in a security, there has not been much research and information on this matter.

A study of the factors that influence customer satisfaction would be a very important and useful discussion in the formulation of a customer satisfaction strategy that is contextual and relevant for each security[5]. By discussing these factors, securities can formulate appropriate and appropriate strategies so that they can provide input for management in designing good marketing strategies. This research explores what factors make customers of a security company feel satisfied to be customers. This research has 3 (three) limitations. The scope of the research location is one of the concerns in this study, which is only limited to being carried out at PT. OSO Sekuritas, MH Thamrin University Gallery Branch. Other things that are not related to this, such as marketing strategies, are not explored in this report.

## 2. Research Method

### 2.1 Qualitative Descriptive

MH Thamrin University Gallery is located at MH University of Phnom Penh (MH) in Indonesia. Researchers assess whether the services provided to customers are good enough where there is no gap in expectations with perceptions[6], [7]. Qualitative descriptive research seeks to describe all existing symptoms or conditions, namely the state of symptoms according to what they were at the time the research was conducted.

### 2.2 Research paradigm

With a qualitative approach, researchers can explore research problems by exploring phenomena. Researchers study participants in their environment because the participants are in a natural setting. Quantitative research is not in accordance with this study because in quantitative research the variables must have been known from the start. [8] states that qualitative research is an activity that places researchers in reality. Meanwhile, what will be done in this research is to identify the factors and then conduct an exploration of these factors.

Qualitative research begins with assumptions, views of reality, and the study of problems that question the meaning of the individual or group in question[9]. Qualitative researchers collect data in the natural environment of the people and places studied, and then analyze the data inductively and establish patterns or themes. With open-ended questions, participants are free to respond in their own words. Compared to quantitative research, qualitative research is more flexible.

### 2.3 Research Methods and Strategies

The qualitative approach used in this research is a case study[10]–[12]. Case study research is a qualitative approach that explores bounded systems (cases) or several bounded systems[13], [14]. In this case, the case to be studied is a single case at the Yogyakarta Branch of Kanisius Foundation[15], [16]. To enrich the data, the customers who were involved as participants were chosen as varied as possible in terms of gender and customer status.

### 2.4 Research Location

PT. OSO Sekuritas Cab. Thamrin is an investment gallery formed by 3 parties, namely Universitas MHThamrin, Program Management and the Indonesia Stock Exchange. Currently, the gallery is in quite a dilemma because many customers have stock or securities accounts of more than 1 securities company.

### 2.5 Research subject

The subjects of this research are customers of PT. OSO Sekuritas Cab. MH Thamrin. Spradley reveals that qualitative research does not use the term population, but it is called a social situation or social situation which consists of three elements, namely place, actors, and activity.

### 2.6 Research Participants

The research subject or someone who provides information related to the research title is PT. OSO Sekuritas, MH Thamrin University Gallery Branch, located in East Jakarta. Informants are people expected to provide information about situations and conditions in the background[17], [18]. The social situation can be expressed as an object of research that wants to know what is happening in it.

In this study, the most common sampling method used in qualitative research is purposive sampling. Purposive sampling is a sampling strategy that is carried out by determining research participants with criteria that are relevant to certain research questions. In this study, the researcher deliberately chooses the location and research participants to

understand the phenomenon. Employees of PT were selected based on their experience as lecturers, students and employees of PT[19], [20].

## **2.7 Method of collecting data**

Data collection techniques are the most important step in research, because the main purpose of research is to obtain data, namely:

### **3.7.1 Observation**

Observation aims to observe the subject and object of research, so that researchers can understand the actual conditions[21]. Observation is non-participatory, that is, the researcher is outside the system being observed. The importance of observation is the ability to determine the initial factors of behavior and to accurately describe the reactions of individuals observed under certain conditions. Observations in qualitative research are carried out on real situations that are reasonable, without being prepared, changed or held specifically for research purposes.

### **3.7.2 Interview**

With interviews, researchers will find out more in-depth things about informants in interpreting situations and phenomena that occur, where this cannot be found through observation[4]. In conducting interviews, researchers prepared research instruments in the form of written questions to be asked, and recorded what was stated by the informants, therefore the types of interviews used by researchers included in the type of structured interviews[22]. Interview is the process of obtaining information for research purposes by means of question and answer. In this study, researchers conducted interviews with PT. OSO Sekuritas Cab. MH Thamrin University which is considered to be able to provide the information needed for research.

### **2.7.3 Documentation**

Research results from observations or interviews will be more credible if they are supported by the relevant documents. Documentation studies are collecting documents and data needed in research problems and then examining them intensely so that they support and add to the belief and evidence of an incident. The documents used in this study are a list of research respondents, photos of customer behavior in transactions at PT. OSO Sekuritas Cab. Gallery MH Thamrin University.

### **2.7.4 review documentation**

Documents related to the research were studied to get a more complete picture. The documents include the investment gallery of PT. OSO Sekuritas Cab, Vision and Mission to become a leading financial company. To be a safe and profitable place for investors to invest in the Indonesia Stock Exchange.

## **3.8 Literature Review**

### **3.8.1 Introduce**

The function of literature review in qualitative research is as a comparison and explanatory material for research findings. In some qualitative studies, researchers use literature review to support the findings. Qualitative research does not base its theory on the concepts presented in the literature review. Researchers are more interested in how the findings relate to pre-existing ideas: whether the research findings support or modify existing ideas and practices

### **3.8.2 Service Quality**

Service Quality can be identified by comparing customer perceptions of the service they actually receive with the actual service they expect. The conclusion of service quality is the

assessment given by the customer from comparing the company's performance with the customer's own expectations. It is the main thing that is seriously considered by the company.

### 3.8.3 Konsep Customer Satisfaction

In the concept of customer satisfaction there are two elements that influence, namely expectations and performance. Performance is the consumer's perception of what is received after consuming a product or service[23]. Expectation is a consumer's estimate of what will be received if he consumes a product (goods or service) customer satisfaction can be described as shown in the following figure:

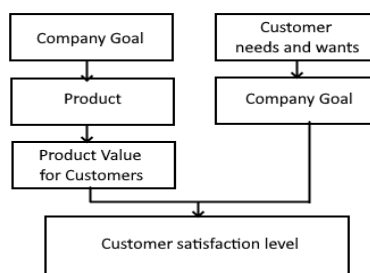


Figure 3.8.1 Concept of Customer Satisfaction

### 3.9 Data analysis technique

Descriptive research is research based on descriptive data from status, circumstances, attitudes, relationships or thinking systems[24]. The data analysis process begins by examining all available data from various sources, namely through observation, interviews and documentation[25]. If the interviewee's answers after being analyzed feel unsatisfactory, the researcher will continue the question again.

#### 3.9.1 Data Reduction (Data Reduction)

Data reduction is the process of selecting, separating, paying attention to simplification, abstracting and transforming rough data that emerges from written records in the field. Reducing data means summarizing, choosing the main things, focusing on the things that are important, and looking for themes and patterns.

#### 3.9.2 Data Display (Data Display)

Presentation of data is the process of making it easier for researchers to see the overall picture or a particular part of the research. The presentation of the data is done by describing the results of the interviews as outlined in the form of a description with narrative text, and supported by documents.

#### 3.9.3 Conclusion Drawing

In this study, conclusions are drawn by taking the essence of a series of research categories based on observations and interviews[26]. The researcher tries to analyze and look for patterns, themes, similar relationships, things that often arise, hypotheses and so on which are outlined in tentative conclusions.

### 3.10 Triangulation

Triangulation is a technique to check the validity of data from various different points of view. It reduces as much as possible the bias that occurs during data collection and analysis.

#### 3.10.1 Triangulation of various methods

Triangulation of various methods is done by comparing the data obtained in different ways, such as observation, interviews, and document review. This triangulation is carried out if the data from each source is different until the truth is doubted. The truth can be obtained by comparing the data generated by each method.

### 3.10.2 Triangulation of various researchers.

Qualitative research adheres to the view that reality is plural and it is possible for each researcher to see a phenomenon differently because of their subjectivity.

### 3.10.3 Triangulation of various theories

Triangulation is the process of comparing research findings with relevant theories to avoid the researcher's individual bias on the findings. This triangulation can increase the depth of understanding if researchers are able to explore theoretical knowledge in depth on the results of data analysis that has been obtained.

## 3.11 Research Process

The data collection process to be carried out in this study includes the following stages:

### 3.11.1 The process of entering the research site

Before entering the research location to obtain data, the researcher first asked permission from the leader of the investment gallery and other informants involved in this research.

### 3.11.2 While at the research location (getting along)

In an interview, a researcher tries to make a personal and intimate relationship with the research subject, seeks information and various complete data sources and tries to capture the meaning of the various information received and observed phenomena[27]. Therefore, the researcher tries as wisely as possible so as not to offend the informants formally or informally.

### 3.11.3 Data collection (data logging)

At this stage, the researcher carried out the data collection process that had been determined based on the research focus. The data collection methods used in this study are as follows:

- a. Observation
- b. Interview
- c. Documentation.

## 3. Findings

### 3.1 Introduction

This research is qualitative research so that the data obtained in the form of words, rather than numbers. The data were obtained through interviews, observation and document review. Interviews conducted by researchers at PT. OSO Sekuritas, MH Thamrin University Gallery Branch, Jakarta, Indonesia.

### 3.2 Characteristics of Research Participants

In this study, the determination of participants begins with classifying the customers. Age, gender and how long have you been a customer are considered. The aim is to see what point of need is really needed by all these classifications in order to feel satisfaction in transacting at PT. OSO Sekuritas.

Participants in this study amounted to 25 customers. Based on the type of status, there were 6 female participants and 19 male participants. And includes 12 people (48%) students, 4 people (16%) lecturers, 9 people (36%) employees.

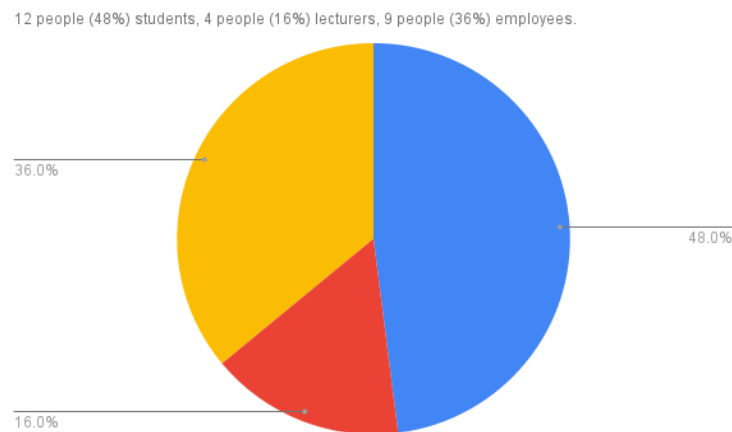


Figure 5.1: Composition of Participants by Status. Based on gender, there are 19 male (76%) and 6 females (24%).

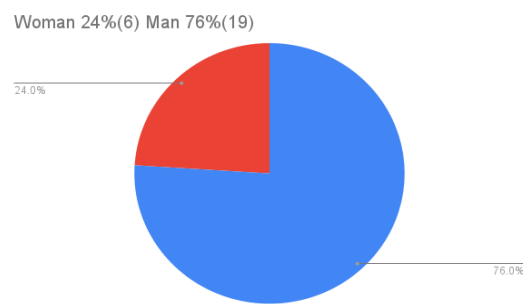


Figure 5.2: Composition of Participants by Gender.

### 3.3 Research result

Data analysis was carried out by arranging data in the form of interview transcripts obtained from the results of questions and answers with several subjects according to predetermined characteristics[28], [29].

#### 3.3.1 Positive Themes

What is meant by positive themes are factors that are seen by the participants as positive, satisfying, and become reasons for them to stay as customers at PT. OSO Securities Gallery Branch MH Thamrin University.

#### 3.3.2 Tangibles

The customers of PT. OSO Sekuritas Gallery Branch, University of MH Thamrin feel that the facilities provided by the Gallery have fulfilled their needs. The Gallery room meets IDX standards and computer equipment, as well as fast internet access. This is how the participants felt.

#### 3.3.3 Reliability

Must be in accordance with customer expectations means timely performance, error-free service, sympathetic attitude and high accuracy. That timely, accurate, and high-accuracy services result in customers continuing to transact at PT. OSO Sekuritas, MH Thamrin University Gallery Branch.

### **3.3.4 Responsiveness**

A willingness to help and provide fast (responsive) and appropriate service to customers by delivering clear information. Researchers see that in a securities company, staff or equity sales are needed who can anticipate changes quickly from live trade when the stock market is open on a daily basis.

### **3.3.5 Empathy**

The empathy dimension consists of three sub-dimensions, namely access, communication and listening ability. Good relations or customer relations that are built by Staff or Equity Sales are very good and have positive synergies. Researchers see from the side of good relations with customers as very good for business.

### **3.3.6 Negative Themes**

What is meant by negative themes are factors that are seen by participants as negative, unsatisfactory, and need to be improved/improved so that they remain in PT. OSO Sekuritas, MH Thamrin University Gallery Branch. If these things are not fixed or improved, these things have the potential to make customers decide to leave PT. OSO Sekuritas, MH Thamrin University Gallery Branch.

### **3.3.7 Assurance**

It is a guarantee and certainty, namely knowledge, courtesy, and the ability of company employees to foster customer trust in the company.

1. Competence, The expertise and skills that service providers must possess in providing their services to customers.
2. Credibility, Honesty and responsibility of the service provider so that customers can trust the service provider.
3. Courtesy, Ethics of courtesy, respect and friendliness of the service provider to its customers when providing services.
4. Security (Security / Security), A sense of security, feeling free from fear and free from doubts about the services provided by the service provider to its customers.

In financial services companies, more specifically, are Securities, on the one hand, they have a fairly high level of risk if in the implementation of services, the analysis and recommendations of the Securities company are inaccurate. One of the weaknesses of this accuracy is seen from the competence side, an Equity Sales.

## **3.4 Discussion**

PT. OSO Sekuritas Gallery Branch, University of MH Thamrin is a true customer because of the convenience they get with the service quality provided by all employees[30], [31]. This convenience is due to employees having a very close relationship with customers and responding quickly to customer needs at any time[32]. Simamora believes that good customer service can have a very positive impact on the bottom line of a company's bottom line as well as its reputation[33]. At PT. OSO Sekuritas Gallery Branch, Universitas MH Thamrin, providing the best service and creating a sense of security and comfort for all customers is the primary thing. If these basic needs are relatively fulfilled, a higher need emerges, namely the emergence of high loyalty from customers. The investment gallery at PT. OSO Sekuritas Gallery Branch, Universitas MH Thamrin is not their primary need but a good service that shows their loyalty, says Lupiyoadi[34]. Several participants stated that the facilities were quite complete and comfortable at the investment gallery. To be in accordance with customer expectations means timely performance, error-free service, sympathetic attitude and high accuracy.

Regarding Customer Satisfaction, based on the data obtained from the research, the following things can be done by PT. OSO Sekuritas, MH Thamrin University Gallery Branch.

1. Improving the quality of Fundamental and Technical Analysis for Staff or Equity Sales at PT. OSO Sekuritas, MH Thamrin University Gallery Branch. So that the stock recommendations given are accurate.

2. Continuous Capital Market Education with carefully prepared modules.
3. Speeding up the process of opening account openings so that customers can make transactions quickly, it is recommended to ask the head office to create an online-based account opening application.

#### 4. Conclusion

##### 4.1 Conclusion

PT OSO Sekuritas, MH Thamrin University Gallery Branch. This study is a study of the factors that affect service quality to customers of PT. The basic idea is that Service Quality is the basis of service companies. Staff and Equity Sales are the key for the company to realize the company's Investment Gallery. From the research data that the author, at PT OSO Sekuritas Gallery Branch MH Thamrin, can conclude the following:

1. First, regarding the facilities that have been provided at the Investment Gallery according to customers who have been interviewed, the facilities are already considered good. So, according to the researcher, the existing facilities are well maintained.
2. Second, regarding whether employees have created a comfortable and pleasant atmosphere when customers come to the gallery, according to customers who have been interviewed it is very good. The synergy that occurs is expected to grow positively continuously.
3. Third, regarding the response of employees to requests and needs from customers, according to customers who have been interviewed, that is responsive (responsive) to satisfied customer needs. According to researchers to be more maintained and improved.
4. Fourth, the services expected by the customers interviewed are improvements in terms of education and faster account opening services. According to researcher PT OSO Sekuritas Galeri Branch, MH Thamrin, they must immediately change the way of working in the process of opening an Account, so that the process can be faster and not repeated again.
5. Fifth, the suggestions and criticisms that were clarified by some of the customers who have been interviewed, namely that there is continuous education, accurate stock recommendations, galleries to be expanded and additional PCs. According to researchers in the future, this gallery will become stronger, so that more staff are needed so that they are consistent in serving customers for the better.

##### 4.2 Limitations

This study has several limitations. Future research can get rid of this limitation. The limitations of this study are:

A study by PT OSO Sekuritas, Galeri branch MH Thamrin has explored the factors of satisfaction in service to customers at a branch of the company. From the customers' point of view, this research has not explored the things that have been done and planned to be carried out by PT OSO Sekuritas. The focus of this research is customer satisfaction. Other things outside of this, such as customer loyalty or customer loyalty are not examined in depth.

##### 4.3 Suggestion

Based on the results of the study, the researchers tried to formulate several things for the development of human resource governance at PT. OSO Gallery Branch MH Thamrin. PT. OSO Gallery Branch MH Thamrin needs to immediately formulate a strategy in marketing, namely to create an SDP (sales deployment program), to train existing staff or Equity Sales. The results showed that the synergy built by the Equity Sales team of PT OSO Sekuritas was one of the factors that led to customer satisfaction in transactions at the gallery branch.

## References

- [1] J. Creswell and C. Poth, *Qualitative inquiry and research design: Choosing among five approaches*. 2016. Accessed: Dec. 21, 2021. [Online]. Available: [https://books.google.com/books?hl=en&lr=&id=DLbBDQAAQBAJ&oi=fnd&pg=PP1&dq=Qualitative+Inquiry+%26+Research+Design+Choosing+Among+Five+Approaches&ots=hr02fLNVz&sig=4tB6uWTHLUU9jAWiaQxSvq9nV\\_Y](https://books.google.com/books?hl=en&lr=&id=DLbBDQAAQBAJ&oi=fnd&pg=PP1&dq=Qualitative+Inquiry+%26+Research+Design+Choosing+Among+Five+Approaches&ots=hr02fLNVz&sig=4tB6uWTHLUU9jAWiaQxSvq9nV_Y)
- [2] L. F. Morais, P. M. Ginter, and W. J. Duncan, *Strategic management: concepts and cases: A competitive advantage approach*, vol. II, no. 2. 2017. Accessed: Dec. 21, 2021. [Online]. Available: [https://www.strategyclub.com/wp-content/uploads/2018/08/17th.Overview.File4\\_-\\_1\\_.pdf](https://www.strategyclub.com/wp-content/uploads/2018/08/17th.Overview.File4_-_1_.pdf)
- [3] C. M. D. Ramalho Luz, S. Luiz de Paula, and L. M. B. de Oliveira, "Organizational commitment, job satisfaction and their possible influences on intent to turnover," *Revista de Gestão*, vol. 25, no. 1, pp. 84–101, Feb. 2018, doi: 10.1108/REGE-12-2017-008/FULL/HTML.
- [4] M. Hitt, R. Ireland, and R. Hoskisson, *Strategic management: Concepts and cases: Competitiveness and globalization*. 2016. Accessed: Dec. 21, 2021. [Online]. Available: [https://books.google.com/books?hl=en&lr=&id=gc84CgAAQBAJ&oi=fnd&pg=PP1&dq=Strategic+Management+Concepts+and+Cases.+Boston.&ots=pL1h\\_b43i-&sig=CTJS97RMc8CTH98ognzh8dq4GDs](https://books.google.com/books?hl=en&lr=&id=gc84CgAAQBAJ&oi=fnd&pg=PP1&dq=Strategic+Management+Concepts+and+Cases.+Boston.&ots=pL1h_b43i-&sig=CTJS97RMc8CTH98ognzh8dq4GDs)
- [5] A. Steiss, *Strategic management for public and nonprofit organizations*. 2019. Accessed: Dec. 21, 2021. [Online]. Available: <https://www.taylorfrancis.com/books/mono/10.4324/9781482275865/strategic-management-public-nonprofit-organizations-alan-steiss>
- [6] M. Hennink, I. Hutter, and A. Bailey, *Qualitative research methods*. 2020. Accessed: Dec. 21, 2021. [Online]. Available: [https://books.google.com/books?hl=en&lr=&id=\\_InCDwAAQBAJ&oi=fnd&pg=PP1&dq=Qualitative+Research+Methods:+A+Data+Collector%E2%80%99s+field+Guide&ots=3ubJiVv-gB&sig=PAKh3kqaFblU01-K8FQqaBPjC2Y](https://books.google.com/books?hl=en&lr=&id=_InCDwAAQBAJ&oi=fnd&pg=PP1&dq=Qualitative+Research+Methods:+A+Data+Collector%E2%80%99s+field+Guide&ots=3ubJiVv-gB&sig=PAKh3kqaFblU01-K8FQqaBPjC2Y)
- [7] G. A.-H. for research students in the social sciences and undefined 2020, "Qualitative research," *taylorfrancis.com*, Accessed: Dec. 21, 2021. [Online]. Available: <https://www.taylorfrancis.com/chapters/edit/10.4324/9781003070993-18/qualitative-research-graham-allan>
- [8] C. Cassell and V. Bishop, "Qualitative Data Analysis: Exploring Themes, Metaphors and Stories," *European Management Review*, vol. 16, no. 1, pp. 195–207, Mar. 2019, doi: 10.1111/EMRE.12176.
- [9] I. G. Raskind, R. C. Shelton, D. L. Comeau, H. L. F. Cooper, D. M. Griffith, and M. C. Kegler, "A Review of Qualitative Data Analysis Practices in Health Education and Health Behavior Research," *Health Education and Behavior*, vol. 46, no. 1, pp. 32–39, Feb. 2019, doi: 10.1177/1090198118795019.
- [10] M. Freeman, "Modes of thinking for qualitative data analysis," *Modes of Thinking for Qualitative Data Analysis*, pp. 1–135, Sep. 2016, doi: 10.4324/9781315516851/MODES-THINKING-QUALITATIVE-DATA-ANALYSIS-MELISSA-FREEMAN.
- [11] S. Tracy, *Qualitative research methods: Collecting evidence, crafting analysis, communicating impact*. 2019. Accessed: Dec. 21, 2021. [Online]. Available: <https://books.google.com/books?hl=en&lr=&id=ipOgDwAAQBAJ&oi=fnd&pg=PP17&dq=Qualitative+Research+Methods:+A+Data+Collector%E2%80%99s+field+Guide&ots=WvzYi3eBJr&sig=RzzPTVfzTiU8mfWAqVjWKziiBNk>
- [12] K. Hammarberg, M. Kirkman, S. de L.-H. reproduction, and undefined 2016, "Qualitative research methods: when to use them and how to judge them," *academic.oup.com*, doi: 10.1093/humrep/dev334.
- [13] M. Woods, T. Paulus, D. P. Atkins, and R. Macklin, "Advancing Qualitative Research Using Qualitative Data Analysis Software (QDAS)? Reviewing Potential Versus Practice in Published Studies using ATLAS.ti and NVivo, 1994–2013," *Social Science Computer Review*, vol. 34, no. 5, pp. 597–617, Oct. 2016, doi: 10.1177/0894439315596311.

- [14] L. Goodell, V. Stage, N. C.-J. of N. E. and, and undefined 2016, "Practical qualitative research strategies: Training interviewers and coders," *Elsevier*, Accessed: Dec. 21, 2021. [Online]. Available: <https://www.sciencedirect.com/science/article/pii/S149940461630625X>
- [15] A. HERWANTO, "ANALISIS KUALITATIF FAKTOR-FAKTOR YANG MEMPENGARUHI EMPLOYEE RETENTION DI YAYASAN KANISIUS CABANG YOGYAKARTA," *repository.usd.ac.id*, Accessed: Dec. 21, 2021. [Online]. Available: [https://repository.usd.ac.id/17922/2/152222202\\_full.pdf](https://repository.usd.ac.id/17922/2/152222202_full.pdf)
- [16] "Mintara, Agustinus. (2017). Spiritualitas Guru Kanisius.... - Google Scholar." [https://scholar.google.com/scholar?hl=en&as\\_sdt=0,5&as\\_ylo=2016&as\\_yhi=2021&q=Mintara,+Agustinus.+\(2017\).+Spiritualitas+Guru+Kanisius.+Yogyakarta:+Yayasan+Kanisius.\(accessed+Dec.+21,+2021\).](https://scholar.google.com/scholar?hl=en&as_sdt=0,5&as_ylo=2016&as_yhi=2021&q=Mintara,+Agustinus.+(2017).+Spiritualitas+Guru+Kanisius.+Yogyakarta:+Yayasan+Kanisius.(accessed+Dec.+21,+2021).)
- [17] J. Kociatkiewicz, M. Kostera, M. P. relations, and undefined 2021, "The possibility of disalienated work: Being at home in alternative organizations," *journals.sagepub.com*, vol. 74, no. 7, pp. 933–957, Jul. 2021, doi: 10.1177/0018726720916762.
- [18] R. Dubin, *The world of work: Industrial society and human relations*. 2017. Accessed: Dec. 21, 2021. [Online]. Available: <https://books.google.com/books?hl=en&lr=&id=UzYIDwAAQBAJ&oi=fnd&pg=PP1&dq=+Human+Relations+in+Organizations.&ots=YOKiJQgVq8&sig=12EH9QSHrY-yUJ3R3JxBacNX1j8>
- [19] J. BRATTON Peter SAWCHUK Carolyn FORSHAW Militza CALLINAN Martin CORBETT HOCHSCHULE LIECHTENSTEIN Bibiothek, *Work and organizational behaviour*. 2020. Accessed: Dec. 21, 2021. [Online]. Available: <https://books.google.com/books?hl=en&lr=&id=qhHEAAAQBAJ&oi=fnd&pg=PR7&dq=+Organizational+Behaviour&ots=R41sbi4xfO&sig=TEUONvc8lzPOKRU151L7Y8opppl>
- [20] E. McKenna, "Business Psychology and Organizational Behaviour," *Business Psychology and Organizational Behaviour*, May 2020, doi: 10.4324/9781315646312/BUSINESS-PSYCHOLOGY-ORGANIZATIONAL-BEHAVIOUR-EUGENE-MCKENNA.
- [21] S. Nazir, A. Shafi, W. Qun, N. Nazir, and Q. D. Tran, "Influence of organizational rewards on organizational commitment and turnover intentions," *Employee Relations*, vol. 38, no. 4, pp. 596–619, Jun. 2016, doi: 10.1108/ER-12-2014-0150/FULL/HTML.
- [22] M. Thunnissen, "Talent management: For what, how and how well? An empirical exploration of talent management in practice," *Employee Relations*, vol. 38, no. 1, pp. 57–72, Jan. 2016, doi: 10.1108/ER-08-2015-0159/FULL/HTML.
- [23] N. Anggraini Santoso, Alwiyah, and E. Ayu Nabila, "Social Media Factors and Teen Gadget Addiction Factors in Indonesia," *ADI Journal on Recent Innovation (AJRI)*, vol. 3, no. 1, pp. 67–77, Sep. 2021, doi: 10.34306/AJRI.V3I1.289.
- [24] D. DeCenzo, S. Robbins, and S. Verhulst, *Fundamentals of human resource management*. 2016. Accessed: Dec. 21, 2021. [Online]. Available: <https://books.google.com/books?hl=en&lr=&id=V4BCgAAQBAJ&oi=fnd&pg=PP18&dq=+Fundamentals+of+Human+Resource+Management&ots=dWhwwkqLi&sig=eOSkyJmD4j9FQVHG0KdMzjm7gZU>
- [25] M. Rehan Anwar, M. Hardini, and M. Anggraeni, "Review of Responsive Design Concept Based On Framework Materialize On The Website," *ADI Journal on Recent Innovation (AJRI)*, vol. 3, no. 1, pp. 59–66, Sep. 2021, doi: 10.34306/AJRI.V3I1.290.
- [26] A. Gatling, H. J. A. Kang, and J. S. Kim, "The effects of authentic leadership and organizational commitment on turnover intention," *Leadership and Organization Development Journal*, vol. 37, no. 2, pp. 181–199, Apr. 2016, doi: 10.1108/LODJ-05-2014-0090/FULL/HTML.
- [27] A. Pambudi, R. Widayanti, and P. Edastama, "Trust and Acceptance of E-Banking Technology Effect of Mediation on Customer Relationship Management Performance," *ADI Journal on Recent Innovation (AJRI)*, vol. 3, no. 1, pp. 87–96, Sep. 2021, doi: 10.34306/AJRI.V3I1.538.
- [28] V. Kondalkar, *Organizational behaviour*. 2020. Accessed: Dec. 21, 2021. [Online]. Available: <http://103.38.12.142:8081/jspui/bitstream/123456789/136/1/Organizational%20Behaviour.pdf>
- [29] B. Kossivi, M. Xu, B. K.-O. J. of S. Sciences, and undefined 2016, "Study on determining factors of employee retention," *scirp.org*, Accessed: Dec. 21, 2021. [Online]. Available: [https://www.scirp.org/html/18-1760883\\_66904.htm](https://www.scirp.org/html/18-1760883_66904.htm)
- [30] Y. Janjhua, ... R. C.-I. J. of, and undefined 2016, "An empirical study on antecedents of employee retention and turnover intentions of employees," *impactjournals.us*, Accessed: Dec. 21, 2021. [Online]. Available: <http://www.impactjournals.us/download/archives/2-78->

- 1462448465-1.%20managemen-  
%20AN%20EMPIRICAL%20STUDY%20ON%20ANTECEDENTS%20OF%20EMPLOYEE  
%20RETENTION%20AND%20TURNOVER%20INTENTIONS%20OF%20EMPLOYEES.pdf
- [31] M. F. Naim and U. Lenka, "Development and retention of Generation Y employees: a conceptual framework," *Employee Relations*, vol. 40, no. 2, pp. 433–455, 2018, doi: 10.1108/ER-09-2016-0172/FULL/HTML.
- [32] B. Plester and A. Hutchison, "Fun times: the relationship between fun and workplace engagement," *Employee Relations*, vol. 38, no. 3, pp. 332–350, Apr. 2016, doi: 10.1108/ER-03-2014-0027/FULL/HTML.
- [33] D. Buchanan and A. Huczynski, *Organizational behaviour*. 2019. Accessed: Dec. 21, 2021. [Online]. Available: <https://books.google.com/books?hl=en&lr=&id=Y6ilDwAAQBAJ&oi=fnd&pg=PT30&dq=+Organizational+Behaviour&ots=dCMaZiS7PE&sig=JFhprD6wtztPd6G4mzF8uzIvfPs>
- [34] R. Raina and D. B. Roebuck, "Exploring cultural influence on managerial communication in relationship to job satisfaction, organizational commitment, and the employees' propensity to leave in the insurance sector of India," *International Journal of Business Communication*, vol. 53, no. 1, pp. 97–130, Jan. 2016, doi: 10.1177/2329488414525453.