

UNDERSTANDING OF EMPLOYMENT SATISFACTION AND EMPLOYEE RETENTION IN PT PABRIK KERTAS TJIWI KIMIA, TBK: A BIBLIOMETRIC STUDY

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ABSTRACT

The purpose of this bibliometric study is to investigate the factors that contribute to job satisfaction and staff retention at PT. Tjiwi Kimia, Tbk Sidoarjo. This research intends to provide in-depth knowledge of the factors influencing work satisfaction and its link with employee retention in the specific context of PT. Tjiwi Kimia Sidoarjo by conducting a systematic review of scholarly literature. The goal of this research is to provide an in-depth understanding of these elements. The purpose of this study is to provide significant insights into improving job satisfaction and retention tactics in the firm that was mentioned by analysing trends, essential concepts, and influential literature

Keywords:

Employment
Satisfaction, Employee
Retention, Bibliometrics

INTRODUCTION

The journal article titled "Understanding of Employment Satisfaction and Employee Retention in PT. Tjiwi Kimia, Tbk Sidoarjo: A Bibliometric Study" explores the crucial factors influencing employee satisfaction and retention within the context of PT. Tjiwi Kimia, Tbk Sidoarjo is a company situated in Sidoarjo, Indonesia. This bibliometric study delves into existing research and literature on this subject to provide a comprehensive understanding of the topic.

The effectiveness, sustainability, and long-term success of a business are all intimately tied to the level of employee satisfaction and retention the HR department achieves. To better understand the important themes, trends, and research gaps in this area, the authors conducted a bibliometric analysis to examine and synthesize the existing body of literature on the subject (Sharma, I., & Tiwari, V., 2023). Getting the most out of one's labor is both the worker's responsibility and the workman's guiding principle. (Pramesti, 2021)

According to the Indonesian Dictionary, responsibility is considered as having the ability, willingness, or the ability to address an issue. The employee would be able to carry out his job responsibilities, at least roughly, at that time. Given the pileup, stress or tension is associated with responsibility. Collaboration is like the stress that develops when a person finally follows through on a job promise. (Nurfauzan, 2021)

The first section of this paper will presumably serve as an introduction, establishing the relevance of employee happiness and retention to modern businesses and industries. PT-related issues and potential solutions may be discussed. PT. Tjiwi Kimia Sidoarjo defends the study's applicability to their business setting. In addition, to the best of our knowledge, no bibliometric review of TI in the domain of business and management exists. This assertion is further supported by a Web of Science (WoS) search for 'turnover intention' OR 'intention to quit' OR 'intention to leave'. Importantly, no study of TI in the domain of business and management has utilized bibliometric analysis, a beneficial technique for revealing major bibliometric features and research themes (Donthu et al., 2021a; Mukherjee et al., 2022).

The ability to steer a team toward the realization of a shared vision is at the heart of what it means to lead. A study by Robbins (2015) supports this theory. When

a leader can persuade his followers to work for the organization's objectives, he will earn respect as a leader. The way a leader influences his subordinates is reflected in the style of leadership. Different styles of leadership even though they follow the same system. No style of leadership is better or worse than any other. For their companies to succeed, businesses make the most of their employees. The output of the same organization can vary depending on the types of individuals it employs. Some of the causes of these disparities are organizational devotion and leadership styles.

Boosting work-related innovation and proactive activities is a good first step in creating a more agile workforce (Muduli & Pandya, 2018). Employees are expected to think outside the box. Based on the needs of the performance, assisting in the growth of the company. As dedicated workers, they must be capable of aggressively seeking out new challenges to aid in achievement and assume the group should take the initiative in prospects with a lot of promise. Multi-tasking is essential for adaptive behavior. Various Assumptions to Be Carried Out Projects frequently require cross-level capacities and change identities rapidly. The staff members need to be capable and learn by exchanging information and knowledge. Power of decision-making autonomously and entrustingly with staff members. Agility in the workplace calls for skill and company-developed talent. Expectations such as "determining which studies have had the greatest impact on the field of employee satisfaction and retention" and "identifying the most influential research articles and authors in the field" will be outlined in the introduction. To draw a diagram of the major topics and subtopics that have already been researched. To evaluate the procedures used in past studies. To find any holes in the research or places where more study is required.

The goal is to shed light on the HR procedures of PT. Tjiwi Kimia, Tbk and other companies like it so that improvements can be made. In addition, the data sources, search criteria, and analysis procedures used in the bibliometric study could be briefly discussed in the introduction. An overview of the research's goals and its potential contributions to the field of employee satisfaction and retention studies could also be included. The importance of workplace assessment cannot be overstated. The board's human resources department is in a prime position to detail the roles and skills of each employee. Role development begins with a thorough study of the work to be done (Shankar, 2018).

Employee satisfaction with the job plays an important role in what the company provides. Employees will provide the best contribution to the company's business through a good talent management process (Hayati, 2020). Companies must provide a fast response to the competency needs of employees. The provision of training and development programs is needed to prepare employees for changes in the company's business. When employees have a sense of belonging and feel valued, they will automatically work following the company culture with the same work rhythm and values, productivity will increase dramatically, and employee job satisfaction will be maintained at a high level. The role of job satisfaction and employee engagement can be seen in how the function of talent management can be maximized optimally.

When it comes to building robust and adaptable human resources for organizational shifts, talent management takes a unique approach. The goal of talent management is to increase efficiency in the workplace. Employee performance is important, but a company's success hinges on the qualities and abilities of its employees (Nawang Sari & Sutawidjaya, 2019). Employee involvement in every task

at work is crucial for companies to keep their top employees (Pandita & Ray, 2018). For a company to have responsive human resources that meet its business goals, employee engagement must be fostered through competent and competitive talent management.

The performance of the officer improves the skill of the worker in carrying out all his duties. Employee performance can be influenced by a variety of factors, including talent and motivation. In the world of work, skills include information and potential competencies. Officers with an adequate education and an IQ above average will easily implement what the organization expects. Therefore, the laborers should be given employment or placed in places according to their talents. (Sutoro,2020)

Discipline in the workplace refers to the degree to which workers adhere to established norms and policies. Obedience is only one aspect of discipline; through it, members of an organization learn to take on more responsibilities. At the very least, laws can be enforced by police. Therefore, most workers adhere to various rules that have been set up so that discipline can be given to workers. (Rini,2023)

Working discipline is a means of changing behavior and, as an inner principle, of increasing the individual's attention and ability to approve of all standards of corporate or accepted practice. Working discipline assessment in determining work discipline. (Anwar,2022)

Employee satisfaction definition is a term that is used to describe if employees are happy and fulfilling their desires and needs at work. The crucial factor with employee satisfaction is that satisfied employees must do the job and make the contributions that the employer needs. Employee satisfaction is a wider term that is used by the Human Capital industry to describe how satisfied, or content employees are with elements like their jobs, their employee experience, and the organizations they work for (Gomathi, 2019).

Employee satisfaction is one key metric that can help determine the overall pulse of an organization, which is why many organizations employ regular surveys to measure employee satisfaction and track satisfaction trends over time. A high satisfaction level shows that employees are happy with how their employer treats them. Often, the term employee satisfaction is used interchangeably with employee engagement; however, while engagement is one-factor influencing overall satisfaction (and it may be said the reverse is also somewhat true), the two are not the same (Kanu et al., 2023).

Satisfaction, which is important for retention, is not necessarily a predictor of performance, while engagement which indicates an employee's passion for their work, among other things is directly tied to output. Ideally, satisfaction occurs because of both factors like compensation and benefits as well as less tangible elements like engagement, recognition, and strong leadership. The purpose of this present study is to examine to what extent job satisfaction can predict employee engagement. Because job satisfaction does not necessarily lead to engagement, this present study also aims to analyze which aspect of job satisfaction can lead to employee engagement.

Job satisfaction can be measured globally, which is, the extent to which individuals are satisfied or dissatisfied with their overall job. The second approach is the facet approach, where job satisfaction is broken down into aspects or facets that are used as the basis for identifying aspects that need to be developed to improve employee satisfaction. The purpose of this research is to compile existing literature on

the variables that contribute to worker happiness. Information and references gleaned from this study should help multinational paper manufacturers in Indonesia establish a better working environment for their employees.

METODE

This research writing uses qualitative methods and library studies. Analysing the theory and relations of each variable the researcher does using books or journals either from Mendeley, Scopus, and wataseuake.com prisma diagrams. In qualitative research, library studies require researchers to use them consistently and are supported by hypotheses. (Ginanjari, 2023)

This exploration plan is a written survey exploring several exploration results from 2018-2023. Information miscellaneous strategies through searching for research information results using distribution applications or through searching the web with keywords for job exams starting in 2020-2023. Data analysis methods using Bibliometric Analysis. (Rini, 2023)

RESULT AND DISCUSSION

Analysis Literature

The image you have provided depicts a PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) flow diagram. This type of diagram is commonly used to report the flow of information through the different phases of a systematic review. It maps out the number of records identified, included, and excluded, and the reasons for exclusions.

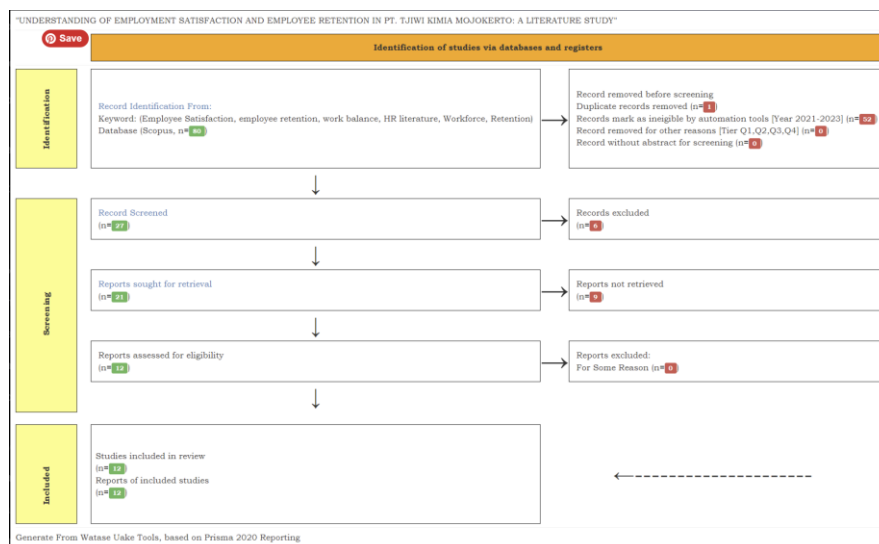


Diagram 1 Result Prisma
Source: Wastase Prisma Scoping 2023

From the diagram, we can deduce the following process and results: Identification: Initially, 80 records were identified through database searching (specifically Scopus), using keywords related to employee satisfaction and retention. Screening: Out of these, 27 records were screened further. However, there were exclusions at this stage: 1 record was removed before the screening. Duplicate

records were removed (n=1). 52 records were marked as ineligible by automation tools for the years 2021-2023. No records were removed for other specified reasons.

Eligibility: After screening, 21 reports were sought for retrieval, and 12 of these were assessed for eligibility. During this phase: 6 records were excluded after initial screening. 9 reports were not retrieved and thus excluded. Included: Finally, 12 studies were included in the review and the reports of these included studies were also considered (n=12). The left side of the diagram indicates the direct process followed, while the right side shows an alternative path for identifying studies through other methods, which, in this case, did not yield additional records.

The results of this PRISMA flow chart indicate that after a comprehensive search and screening process, 12 studies were deemed eligible and included in the final review. This systematic approach ensures that the review is thorough and that the final included studies are relevant to the research question, which in this context is about understanding employment satisfaction and employee retention in PT. Tjiwi Kimia, Tbk Sidoarjo. The flowchart provides a transparent and reproducible method for selecting studies for a systematic review.

Table 1. Result from Scoping article from Wataseuake.com

No	Date	Title	Retrieve DOI	Resume	Retrieve Author	Retrieve Years
1	2023-11-16 21:58:01	Factors affecting retention of veterinary practitioners in Ireland a cross-sectional study with a focus on clinical practice.pdf	10.1186/s13620-022-00222-9	A cross-sectional study with a primary emphasis on clinical practice was conducted to investigate the factors that influence the retention of veterinarians in Ireland.	Ryan et al.	2022
2	2023-11-16 21:57:59	Associations of health care staff burnout with negative health and organizational outcomes in the U.S. military health system.pdf	10.1016/j.socscimed.2023.116049	Research on the correlations between burnout among medical personnel and unfavorable health and organizational results in the United States Military Health System.	Wilk et al.	2023
3	2023-11-16 21:57:55	Work-life balance supportive culture a way to retain employees in Spanish SMEs.pdf	10.1080/09585192.2021.1878255	A culture that promotes a healthy work-life balance is one strategy that small and medium-sized businesses in Spain can use to keep their staff.	Lamane-Harim et al.	2021
4	2023-11-16 21:57:53	The Importance of Monitoring the Work-Life Quality during the COVID-19 Restrictions for Sustainable	10.3390/su15086516	The Role of Work-Life Balance Monitoring in Ensuring Nursing Sustainability Amid	Lorber and Dobnik	2023

No	Date	Title	Retrieve DOI	Resume	Retrieve Author	Retrieve Years
		Management in Nursing.pdf		COVID-19 Limitations.		
5	2023-11-16 21:57:49	Retention of doctors in emergency medicine a scoping review of the academic literature.pdf	10.1136/emerged-2020-210450	An Overview of the Literature on the Retention of Emergency Medicine Physicians.	Darbyshire et al.	2021
6	2023-11-16 21:57:43	Perceived organizational support in public and nonprofit organizations_ Systematic review and directions for future research.pdf	10.1177/00208523211033822	Public and non-profit groups' perceptions of internal support Methodological analysis and suggestions for future study.	Prismakova and Lallatin	2021
7	2023-11-16 21:57:42	Pay satisfaction and work-life balance among Nigerian bank employees_ The roles of psychological emp.pdf	10.1080/14330237.2023.2244336	Bank workers in Nigeria report high levels of job satisfaction and compensation. Gender and the significance of psychological autonomy.	Kanu et al.	2023
8	2023-11-16 21:57:39	An Empirical Analysis of Telecommuters_ Their Level of Satisfaction, Commitment and Loyalty.pdf	10.1177/0258042X221148073	Teleworker Happiness, Dedication, and Loyalty: Data from a Survey.	Jamal et al.	2023
9	2023-11-16 21:57:37	Eldercare's Turnover Intention and Human Resource Approach_ A Systematic Review.pdf	10.3390/ijerph20053932	The systematic review examines the turnover intention and human resource approach in the elderly care sector.	Jurij et al.	2023
10	2023-11-16 21:57:36	Balancing is a necessity not leisure a study on work-life balance witnessing the healthcare sector of Pakistan.	10.1108/APJBA-09-2020-0338	A look at Pakistan's healthcare industry and the need for work-life balance.	Aman-Ullah et al.	2022

The image you've provided contains a list of academic articles, each with details such as the date, title, digital object identifier (DOI), resume (which likely refers to the abstract or summary), author(s), and publication year. Here is a summary of the information from the visible entries: Factors affecting retention of veterinary practitioners in Ireland: A cross-sectional study focusing on clinical practice and retention of veterinarians in Ireland (Ryan et al., 2022). Associations of health care staff burnout with negative health and organizational outcomes in the U.S. military:

Research on burnout among medical personnel and unfavorable health and organizational results in the U.S. Military Health System (Wilk et al., 2023).

Work-life balance for supportive culture to retain employees in Spanish SMEs: A study advocating for work-life balance as a strategy to retain staff in small and medium-sized businesses in Spain (Lamane-Harim et al., 2021). The Importance of Monitoring the Work-Life Balance During COVID-19 for Quality-driven Results in Sustainable Management in Nursing: Discusses work-life balance monitoring during COVID-19 for quality outcomes in sustainable nursing management (Lorber and Dobnik, 2023).

Retention of doctors in emergency medicine: A scoping review on the retention of Emergency Medicine Physicians (Darbyshire et al., 2021). Perceived organizational support in public and nonprofit groups: Investigates perceptions of internal support in public and nonprofit organizations (Prysmakova and Lallatin, 2021). The other entries on the right side of the image pertain to similar studies about job satisfaction, work-life balance, turnover intentions, and telecommuting, with most studies from the year 2023, indicating a current and relevant collection of literature on these subjects. The document entries are likely part of a literature review or a bibliography for research purposes, and they collectively provide insights into factors affecting job satisfaction, employee retention, and work-life balance in various professional contexts.

Bibliometric Analysis

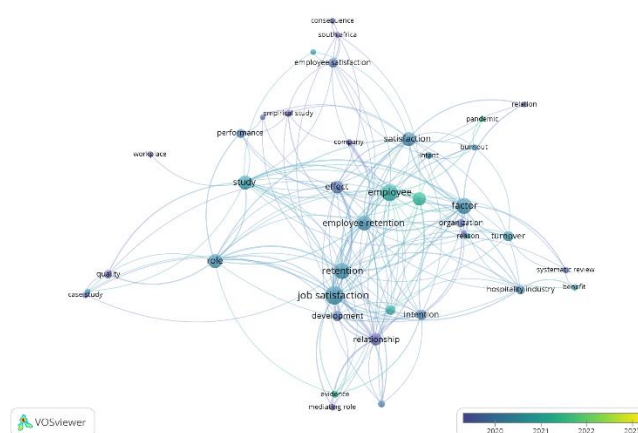


Figure 1. Vos viewer Overlay Visualization

This image presents a more comprehensive view of the concept map focused on job satisfaction and employee retention. The complexity of the network has increased with numerous terms interconnected by lines, which likely represent the relationships between these concepts. At the heart of the map is "job satisfaction," a central node with many connections, implying its significance in the context of employee retention and company performance. Surrounding this node are related terms such as "employee," "retention," "development," and "relationship," suggesting that these factors are directly influenced by, or contribute to, job satisfaction. Other terms such as "empirical study" and "case study" suggest that the concepts are backed by research and real-world examples. The map also includes a temporal element, as indicated by a timeline ranging from 2020 to 2023 at the bottom, which may point to

the evolution of these factors over time or highlight a particular period of study, possibly in response to the "pandemic" noted in the upper right of the map.

The presence of specific locations such as "South Africa" suggests that the map might be focusing on a particular geographical context or that it's analyzing data from this region about the global context. Additionally, the inclusion of terms like "hospitality industry" indicates an industry-specific focus, which may be examining how these concepts apply uniquely within that sector. The various colors and thicknesses of the connecting lines could denote different types or strengths of relationships, and the size of the nodes might correspond to the importance, or the amount of data related to each term. Overall, the image serves as a visual summary of key factors influencing job satisfaction and employee retention, potentially within a specific industry and time frame, and highlights the intricate network of relationships that researchers or organizational leaders must consider when addressing these issues.

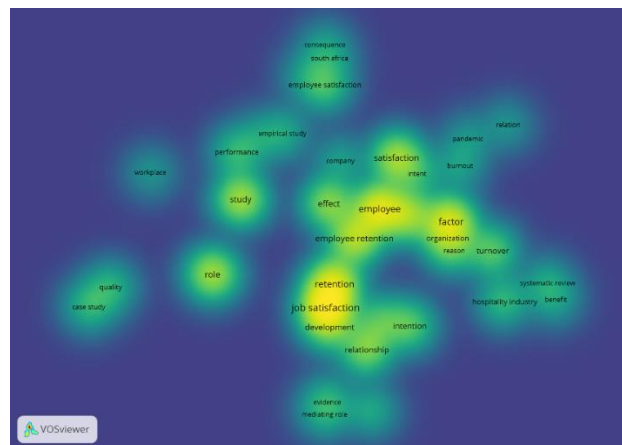


Figure 2. Density Visualization from Vos Viewer

Central to this map is "job satisfaction," highlighted and surrounded by related concepts such as "employee retention," "development," and "relationship." These terms are brightly illuminated, suggesting their core importance in the subject being visualized. This could imply that in the context of this analysis, job satisfaction is a pivotal factor with strong connections to other concepts. Surrounding this core are terms like "company," "performance," "role," and "quality," which are also highlighted but with slightly less intensity, suggesting they are important but perhaps secondary or consequential to the central idea of job satisfaction.

The presence of terms like "empirical study" and "systematic review" indicates a methodological approach, suggesting that the map may be summarizing research findings or is used as part of a research process to analyze the given concepts. The term "South Africa" implies a geographical specificity, meaning this analysis might be focusing on job satisfaction within this context. The gradient from green to blue in the background may represent a scale or progression, perhaps in time, importance, or relevance. The use of such visual effects can help to quickly convey which elements are most vital or which connections are strongest within the map. In terms of the results or implications, this visual tool seems to be communicating that job satisfaction is intricately linked to various factors and that understanding its

connections can lead to better employee retention and overall organizational health. The focus on empirical studies suggests that the conclusions or strategies derived from this map are evidence-based, which could be valuable for decision-makers in organizations or policymakers focused on improving workplace dynamics.

CONCLUSION

With a significant increase in corporate competitiveness, it's more crucial than ever to have energized workers who can boost productivity. An engaged worker gives 110% to their job and is motivated to succeed for the company. According to the results of the current study, contentment in one's job is a strong indicator of dedication to the job. However, not all aspects of job satisfaction serve as reliable indicators of worker participation. Employee engagement is solely a result of working circumstances, job characteristics, and communication. In contrast, employee engagement is not greatly influenced by factors like income, supervision, benefits, coworkers, promotions, or awards.

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