
ANALYZING MASLOW'S HIERARCHY OF NEEDS, COMPENSATION, AND WORK ENVIRONMENT ON EMPLOYEE RETENTION AT PT BANK MANDIRI (PERSERO) TBK MANADO BRANCH SUDIRMAN

ANALISIS HIRARKI KEBUTUHAN MASLOW, KOMPENSASI, DAN LINGKUNGAN KERJA TERHADAP RETENSI PEGAWAI DI PT BANK MANDIRI (PERSERO) TBK MANADO BRANCH SUDIRMAN

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Abstract: Employee retention is a technique used to retain employees to stay in the company for a certain period. The high retention rate can cause a positive impact for the company. It can be done if the company pays attention to factors such as Maslow's hierarchy of needs, compensation, and work environment. Organizations that retain their high performers are bound to be successful in performance and at the same time avoid expenses. This study attempt to analyze how Maslow's hierarchy of needs, compensation, and work environment can effect on employee retention and if those variables are already been applied at the company. This research is using qualitative approach trough interview. The research was conducted at PT Bank Mandiri (Persero) Tbk Manado Branch Sudirman. The population of this research is 10 front-liner of PT Bank Mandiri (Persero) Tbk Manado Branch Sudirman. Based on the results of the analysis it was found that Maslow's hierarchy of needs, compensation, and work environment have a positive effect against the retention of employees. This suggests that the higher the level of Maslow's hierarchy of needs, compensation, and work environment then the higher employee retention is.

Keywords: *employee retention, maslow's hierarchy of needs, compensation, work environment, qualitative study*

Abstrak: Retensi karyawan adalah teknik yang digunakan untuk mempertahankan pegawai tetap berada di perusahaan selama periode tertentu. Tingkat retensi yang tinggi dapat menyebabkan dampak positif bagi perusahaan. Hal ini dapat dilakukan jika perusahaan memperhatikan faktor-faktor seperti hirarki kebutuhan Maslow, kompensasi, dan lingkungan kerja. Organisasi yang mempertahankan pegawai yang berkinerja tinggi dapat menjadi sukses dalam kinerja mereka dan pada saat yang sama menghindari pengeluaran. Studi ini berusaha menganalisa bagaimana hirarki kebutuhan Maslow, kompensasi, dan lingkungan kerja dapat mempengaruhi retensi karyawan dan apabila variabel-variabel tersebut sudah diterapkan di perusahaan. Penelitian ini menggunakan metode kualitatif dalam bentuk wawancara. Penelitian ini dilakukan di PT Bank Mandiri (Persero) Tbk Manado cabang Sudirman. Penduduk dari penelitian ini adalah 10 front-liner PT Bank Mandiri (Persero) Tbk Manado cabang Sudirman. Berdasarkan hasil analisa yang ditemukan hirarki kebutuhan Maslow, kompensasi, dan lingkungan kerja memiliki efek positif terhadap retensi karyawan. Ini menunjukkan bahwa semakin tinggi tingkat hirarki kebutuhan Maslow, kompensasi, dan lingkungan kerja kemudian lebih tinggi retensi karyawan.

Kata Kunci: *retensi pegawai, hirarki kebutuhan maslow, kompensasi, lingkungan kerja, studi kualitatif*

INTRODUCTION**Research Background**

Employee turnover is the proportion of employees who leave an organization over a set period (often on a year-on-year basis), expressed as a percentage of total workforce numbers. People tends to leave the organization because the needs are not met with the expectations. To make people satisfied about the job, the employee desire need to be achieved.

Maslow arranged employee needs in ascending order of physiological needs, safety needs, need for love and belonging, self-esteem needs, and self-actualization needs. Maslow's hierarchy of needs should be implemented in a workplace. There should be a concern of those needs recognition.

Companies also need to implement with equal compensation. Compensation plays significant role in attracting and retaining good employees specially those employees whose gives outstanding performance or unique skill which is profitable to the organization. Therefore, it is important to offer the right amount of compensation for the employee.

Working in a friendly and warm work environment can boost employee performance and motivation at work. It is the social and professional environment in which a person is supposed to interact with a number of people. If people feel as part of the group and feels the work were truly appreciate without any doubt, the person will be loyal and will remain stays at the company.

The Implementation of Maslow's hierarchy of needs theory, compensation, and work environment in a company can stimulate employee retention because their needs already fulfill. It is the responsibility of the employer to retain their best employees. If the employer do not perform it, the best employee would eventually leave the company. That is why it is critical to understand what employee retention is.

Retention is the ability of a company to keep valued employees who contribute to organizational success for as long as the relationship is mutually favorable (Al- Jarradi, 2011) It involves taking actions that motivate and tempt employees to stay with organization for the maximum period of time. Employee retention is very critical to the long term health of any organization.

Works in a bank is quite challenging, it is demanded to work extra hours, so working overtime cannot be avoided. Bankers have to be meticulous, discipline, and warm-hearted to the customer. Bankers need to be patient listening to customer complaints, and able to communicate with them heart to heart no matter what happens with a polite manner.

The employee already gave their energy, time, and it drains their physics, so the employee want something as a return to make the employees stays within the company. Because of that the researcher decided to conduct a research at PT Bank Mandiri (Persero) Tbk Manado. Bank mandiri are the second largest bank sectors in Indonesia based on asset at 2017 (Statistik Perbankan OJK, 2017)

PT Bank Mandiri (Persero) Tbk was established on October 2, 1998, as part of the restructuring program implemented by the Government of Indonesia. Aware of its importance of the employee PT Bank Mandiri (Persero) Tbk have compensation program such as THR allowance of leave pay, annual leave pay once a year and once per 3 years, overtime money, performance bonuses once a year, health insurance for the children, pension, and jamsostek. Besides that to tighten their employee bonds, PT Bank Mandiri (Persero) Tbk Manado held family gathering once a year (Bank Mandiri, 2017).

Therefore based on the explanation above it is why the researcher interested in conduct a research with title of Analyzing Maslow's Hierarchy of Needs, Compensation, and Work Environment on Employee Retention at PT Bank Mandiri (PERSERO) Tbk Manado Branch Sudirman with a qualitative approach.

Research Objectives

The objective which this research intends to achieve is to know the relation between Maslow's hierarchies of needs, compensation, and work environment on employee retention at PT Bank Mandiri (PERSERO) Tbk Manado Branch Sudirman.

THEORITICAL FRAMEWORK**Human Resources Management**

Human resource management (HRM) refers to the policies and practices involved in carrying out the 'human resource (HR)' aspects of a management position including human resource planning, job analysis, recruitment, selection, orientation, compensation, performance appraisal, training and development, and labour relations (Dessler, 2007:4)

Bohlander and Snell (2010:646) on their book *Principles of Human Resources Management* state that HRM is "the process of managing human talent to achieve an organizational objectives". They also said that succesful organizations are particulary adept at bringing together different kind of people to achieve common purpose.

Maslow's Hierarchy of Needs

Maslow proposed that there are five different levels of needs people have to seek for satisfaction of their basic needs. (Mullins, 2007:258)

Five level of needs:

1. Psychological needs: basic human physical needs, which include for example food, water, shelter and clothing with self-preservation. When people don't feel hunger, thirst or cold, their needs go to a second level.
2. Safety needs: physical and emotional security, so that a person is concerned with the secure in his/her family, in a society, and feel protected against violence. The need for safety is manifested with job security, savings and for insurances of health, mental health, old age and disability.
3. Love and Belonging needs: the desire to be accepted by one's peers, have friendship, be a part of a group, and be loved. . In the organization, these needs influence the desire of a group and be loved. In the organization, these needs influence the desire of a group relationship with coworkers, participation in a work group, and a positive relationship with supervisors
4. Esteem Needs: It is the need to be unique with self-respect and to enjoy esteem from other individuals. Within organization, esteem needs reflect a motivation for recognition, an increase in responsibility, high status, and credit for contributors to the organization
5. Self-Actualization: It refers to the need of self-fulfillment and to the tendency to become actualized in what a person is potential, to become the best one capable of well-being.

Compensation

Compensation is a way of a company to reward its employees for their work. Compensation is very crucial yet sensit

ive to be set. Because it has to satisfy the needs of both employees and company. Compensation is considered the most important factor for attracting and retaining the talent (Willis, 2000:6). Williams and Dreher (1992), wages is the key factor influence in the employee attraction and retention, and play important role in the recruitment process.

A fair wages are the foundation element of the implied and contractual bond between employers and employees, the underlying supposition being that monetary can persuade behavior (Parker and Wright, 2001). Organizations often offer high pay packages for the example stock options, special pay, retention pay, gain share pay, performance base pay and bonus for attraction and retention of talented employees of the market.

Work Environment

Brenner (2004), argued that work environment designed to suit employee's satisfaction and free flow of exchange of ideas is a better medium of motivating employees towards higher productivity. Work environment when appropriately designed, motivates employees toward higher productivity. Thus organization which provide employee-friendly work environment crates a good sense of trust among the employees that organization cares them and this will become a major factor considerably related to their commitment.

In addition, Brenner (2004), argued that work environment designed to suit employee's satisfaction and free flow of exchange of ideas is a better medium of motivating employees towards higher productivity. Work environment when appropriately designed, motivates employees toward higher productivity. Workplace

environment includes not only the physical elements around the work area of an employee but also all things that form part of the employee's involvement with the work itself

Employee Retention

Retention is the ability of a company to keep valued employees who contribute to organizational success for as long as the relationship is mutually favourable (Al- Jarradi, 2011). Employee retention is one of the elements which influence the general employee mobility of labour in an organization, the other being employee turnover which can be considered as the other side of the same coin (Okioga, 2012).

Employee Retention is currently one of the critical issues in organizations as a result of changing dynamics and turbulence being experienced in the general work environment as a result of various phenomenon. Such phenomenon being experienced by organizations across the globe include massive lay-offs as a result of restructuring and business failures in certain sectors of economies leading to low staff morale and commitment. At the same time new jobs are being created in other sectors as new businesses are created leading to shortages in some professions particularly in the medical and services industries.

Previous Research

Ayesha Hanif, Wajiha Khalid, and Dr Tahir Nawaz Khan (2013) *Relating Maslow's Hierarchy of Needs with Employee Turnover and Retention: Case Study of Local Telco*, found that Employee retention improve employee job satisfaction, loyalty and productivity. Umamaheswari and Jayasree Krishnan (2016) *Work Force Retention: Role of Work Environment, Organization Commitment, Supervisor Support and Training and Development in Ceramic Sanitary Ware Industries in India*, found that the influence of work environment determinants highly relevant in predicting employee's organization commitment, in the most turn over prone Indian environment. Muhammad Irshad (2011) *Factors affecting employee retention: evidence from literature view*, found that HR practices are the most important and valuable means that influence employees retention in any organization. David Mwakidimi Msengeti and Dr. Joseph Obwogi (2015) *Effects of Pay and Work Environment on Employee retention: A study of Hotel industry in Mombasa Country* found that, Pay as a financial component of reward has a weak influence on employee retention in hotels in Mombasa County tourism area as compared to the non-financial element of work environment.

Type of Research

This research use qualitative analysis to analyze Maslow's hierarchy of needs, compensation, and work environment on employee retention at PT Bank Mandiri (Persero) Tbk Manado branch Sudirman.

Place and Time of Research

This research is conducted at Bank Mandiri branch Sudirman Manado, Indonesia. This research is conducted for four months long, starting from August - November 2017.

Population and Sample

According to Spradley (1980) in Sugiyono (2007) in qualitative research there is no population term but only social situation, which consists of three elements: place, actors and activity. The social situation of this research is all elements that can be respondent about Maslow's Hierarchy of Needs, Compensation, and Work Environment on employee retention at PT Bank Mandiri (Persero) Tbk Manado branch Sudirman. Sample in qualitative research is not called as respondent instead as a sources, participant, informant, friend and teacher in research process. The sample in this research the front liner officer of PT Bank Mandiri branch Sudirman as the informant. The total of informants are 10 people which is divided from customer service representative, teller, branch manager and security.

Data Collection Method

The data used in this research are primary data and secondary data. Primary data are gathered thru semi structured interviews either face to face or phone call. The secondary data are gained from journals, articles, internet, and sustainability report of Bank Mandiri.

Data Analysis Method

In this research, the process of data analysis were done before entering the social situation while analysis process was done during collecting the data and after finishing the collecting data in certain period of time. Doing analysis before entering the social situation used secondary data to decide the tentative limitation of the research. During interview and observation process, analyzing the answers that were given by the informants was done. If the answers or descriptions that were explained by the informants are still unclear, then will continue to ask and find the answer and get credible data.

Data Validity and Reliability

To ensure reliability and validity of qualitative research, it is helpful to uses triangulation. Triangulation is the effort to check the accuracy of data or information obtained by researchers from a variety of different perspective by reducing as much as possible the differences that occur when we collect data analysis (Moleong, 2008). Triangulation is a useful tool to use in a qualitative research. In this research, method triangulation and data triangulation were employed. The data were gathered from in depth-interview different informants, observation from many resources, and also reviewing different literature from various researcher.

RESULT AND DISCUSSIONS

Result

Result the following are the round up result after interviewing 10 employee front liner of PT Bank Mandiri (Persero) Tbk Manado Branch Sudirman.

Informant 1

The first respondent is Ribka Turang, she is 27 years old, and been working at PT Bank Mandiri for 5 years and 10 months. Her position now is Customer Service Representative.

Related to Maslow's hierarchy of needs on employee retention, Informant 1 said: "All of the aspects of Maslow's hierarchy of needs is united as one. I think to fulfill all of them are important and helps on employee retention." Related to compensation on employee retention informant 1 said: "Enough or not the salary is it depends on how that person lifestyle, so for me the salary that I earn is quite enough to fulfill my everyday needs. I do think compensation will boost my motivation at work, however I work to earn money so I could support my living." Related to work environment on employee retention, Informant 1 said: "The relationship between co-workers are doing good. Each one of employee has different characteristics. So it depends on ourselves, how to adapt with it and to always open-up one another to make a good teamwork. A good relationship with coworkers will make me happy to go to work every single day without any doubt."

Informant 2

The second respondent is Leany Iona Poha, she is 27 years old, and been working at PT Bank Mandiri for 6 years. Her position now is Customer Service Representative.

Related to Maslow's hierarchy of needs on employee retention, informant 2 said: "If I have to choose, from Maslow's hierarchy of needs, physiological needs and security needs are what I need the most". Related to compensation on employee retention, informant 2 said: "Like I said before, there are plenty needs that I need to fulfill to support my living. But I think the salary is not enough for that. Of course a good compensation program will boost motivation at work and makes me stay". Related to work environment on employee retention informant 2 said: "The relationship between co-workers are really good, feels like family. A good work relationship will make me went to work with a happy feelings, and of course good work environment helps to retain employees."

Informant 3

The third respondent is Yunita Lydia Kandou, she is 24 years old, and been working at PT Bank Mandiri for a year. Her position now is Teller.

Related to Maslow's hierarchy of needs on employee retention, informant 3 said: "The salary that I earn is already fulfill my need, all of the aspects are already been applied. Every aspects it's important for me. So I choose all of them". Related to compensation on employee retention, informant 3 said: "The salary already good to support my living. Good compensation of course will motivate me to do the work, but there's a lot more

reason to make me stay at Bank Mandiri. Not only the compensation". Related to the problems work environment on employee retention informant 3 said: "The relationship at bank mandiri branch sudirman are feels like family, everyone are supporting each other. I do think good relationship between coworkers is really important to make people stays within the company. A good work environment are needed in order to make the employee like to work there".

Informant 4

The fourth respondent is Agnes Josephine Nathalia, she is 44 years old, and been working at PT Bank Mandiri for 20 years. Her position now is Branch Operational Manager.

Related to the Maslow's hierarchy of needs on employee retention, Informant 4 said: "Every aspects it is connected one to another, so I choose all of them." Related to compensation on employee retention, informant 4 said: "As I said before the salary already good to support my living. Good compensation of course will motivate me to do the work, but it is not just the compensation that makes me stays within the company. There's a lot more than that". Related to the problems work environment on employee retention informant 4 said: "The relationship at bank mandiri branch sudirman are feels like family, everyone are helping each other. I do think good relationship between coworkers is really important to make people stays within the company. A good work environment are one of the factors why people wants to stay at the company".

Informant 5

The fifth respondent is Floren Woba, she is 31 years old, and been working at PT Bank Mandiri for 8 years. Her position now is Customer Service Representative.

Related to the Maslow's hierarchy of needs on employee retention, Informant 5 said: "Even though all aspects are important I choose psychological needs. Because the salary is really important for me". Related to compensation on employee retention, informant 5 said: "The salary for me is not enough, like I said before there's still another need that I eager to fulfill. Good compensation of course will motivate me to do the work, and of course with a good compensation program it helps to retain the employee". Related to the problems work environment on employee retention informant 5 said: "The relationship at bank mandiri branch sudirman are really good. A good relationship between coworkers is really important to make people love to do their job. A good work environment are one of the factors why people wants to stay at the company".

Informant 6

The sixth respondent is Darni Mozin, she is 55 years old, and been working at PT Bank Mandiri for 25 years. Her position now is Branch Manager.

Related to the Maslow's hierarchy of needs on employee retention, Informant 6 said: "Every aspects are important one another, and it already been applied so I choose all of them". Related to compensation on employee retention, informant 6 said: "Good compensation of course will motivate me to do the work. But it is not about the compensation that make me stays at the company". Related to the problems work environment on employee retention informant 6 said: "The relationship at bank Mandiri branch sudirman are really good. A good relationship between coworkers is really important to make people happy every single day to come to work. I do think a good work environment are good for retaining an employee".

Informant 7

The seventh respondent is Christine Makaraung, she is 27 years old, and been working at PT Bank Mandiri for 4 year and 4 months. Her position now is Teller.

Related to the Maslow's hierarchy of needs on employee retention, Informant 7 said: "Every aspects are important but for me its psychological needs which is the salary". Related to compensation on employee retention, informant 7 said: "The salary is not enough to support my living. Good compensation of course will motivate me to do the work. And it definitely will retain me to work at bank Mandiri". Related to work environment on employee retention, informant 7 said: "The relationship at bank mandiri branch sudirman are really good. A good relationship with the coworkers is the reason why I love to work at bank mandiri. I do think a good work environment are good for retaining an employee".

Informant 8

The eight respondent is Christine Fenny Yehaskiel Liu, He is 33 years old, and been working at PT Bank Mandiri 8 years. His position now is Teller.

Related to the Maslow's hierarchy of needs on employee retention, Informant 8 said: "Every aspects are important but for me its security needs and self-esteem". Related to compensation on employee retention, informant 8 said: "The salary is good enough, good compensation of course will motivate me to do the work and it makes me want to stay to work at Bank Mandiri". Related to the problems work environment on employee retention informant 8 said: "The relationship at bank mandiri branch sudirman are really good. A good relationship with the coworkers is the reason why I love to work at bank mandiri. I do think a good work environment are good for retaining an employee."

Informant 9

The ninth respondent is I Wayan Arly Indra Wirayuda, He is 31 years old, and been working at PT Bank Mandiri 8 years. His position now is Security.

Related to the Maslow's hierarchy of needs on employee retention, Informant 9 said: "For me every aspects are important and make me want to work at Bank Mandiri". Related to compensation on employee retention, informant 9 said: "The salary is good". Good compensation of course will motivate me to do the work, and makes me want to stay at Bank Mandiri". Related to the problems work environment on employee retention informant 9 said: "The relationship at bank mandiri branch sudirman are really good. A good relationship with the coworkers is the reason why I love to work at bank mandiri. I do think a good work environment are needed to make us want to stay in the company".

Informant 10

The tenth respondent is Claudia tambaani, she is 26 years old, and been working at PT Bank Mandiri for 3years. Her position now is Teller.

Related to the Maslow's hierarchy of needs on employee retention, Informant 10 said: "Every aspects are important but for me its security needs and self-esteem". Related to compensation on employee retention, informant 10 said: "The salary is good enough. Good compensation of course motivate me to do the job and retain me to stays within the company". Related to the problems work environment on employee retention informant 10 said: "The relationship at bank mandiri branch sudirman are really good. A good relationship with the coworkers is the reason why I like being working at bank mandiri. I do think a good work environment are good for retaining an employee."

Maslow's Hierarchy of Needs on Employee Retention

The results of this study support the theory that being used on how Maslow's hierarchy of needs affecting on employee retention. According to Mullins (2007:258) Maslow starts with the idea that people always tend to want something and what they want depends on what they already have. Maslow proposed that there are five different levels of needs people have to seek for satisfaction of their basic needs. Based on the theory, that theory explains that people are tends to want something and what they want depends on what they already have This theory is similar with the result of this research based on interview from informant 2,5,7,8, the informant said that the salary is not good enough, and the informant tends to want more salary because having another needs that want to fulfill, and from informant 1,3,4,6,9,10 stated all of the indicators are important to fulfill in order to make them satisfy about their job and makes them motivated to the work. Knowing the employees needs and fulfill them really helps on employee retention.

According to Daft (2009:444) hierarchy of needs theory is a content theory which proposes that people are motivated by five categories of needs-psychological, safety, belongingness, esteem, and self-actualization-that exist in a hierarchical order. Based on the theory, that theory explains people are motivated by five categories of needs, psychological, safety, belongingness, esteem, and self-actualization. This theory is similar with the result of this research based on interview, all of the informant stated that this five categories of needs really help on boosting their motivation to work. Because if the needs are already meet their expectations, the more likely the informant would enjoy to do the work, and willing to work harder because the informant got something in return. Thus, Maslow's hierarchy of needs are needed to measure how satisfied the employee is and helps on retain the employees.

Compensation on Employee Retention

The results of this study support the theory that being used on compensation affecting on employee retention.

According Falola H. O., Ibidunni A. S, Olokunsun A. M., (2014), several research studies found that highly competitive compensation systems promote employee commitment and thus results in the attraction and retention of a superior workforce. Based on the theory, the theory explains that highly competitive compensation systems promote employee commitment and thus results in the attraction and retention. This theory is similar with the result of interviews by informants 1,3,4,6,9, and 10 the informant said the salary that the informant earn from bank mandiri is good enough to fulfill their needs, even stated that bank mandiri is the highest on salary among any other bumn banks. However informants 2, 5, 7 and 8 think that their salary is not enough to fulfill another needs that the informant want to achieve.

According to Willis (2000:6), Compensation is considered the most important factor for attracting and retaining the talent. Based on the theory, the theory is similar with the result of interviews, all of the informants agree on how compensation is the most important factor to retain employee and it is highly motivated them to do their job. It is the reason why the employee stays within the company. All of the compensation program by bank mandiri such as insurance, yearly bonus, thr allowance, money in leave, in health, incentives, overtime money and axa reward from marketing also makes them wanted to work at Bank Mandiri for a long period of time. If employee are satisfied with the compensation, employees will feel that companies pay attention to the employees.

Work Environment on Employee Retention

The results of this study support the theory that being used on how work environment affecting on employee retention.

Heneman (2007), also does allude to the fact that one of the most crucial element of any organizations total reward strategy is having a positive work environment. This theory is similar with the result of interviews by all of the informants, the informant happy to work at bank mandiri, because all of the positive work environment that the informant received. The informant feels that all of the coworkers there are really friendly, supporting each other, helping each other, and it really feels like family. A positive work environment are the strategy of the company to make their employee likely to stay within the company. A positive work environment also makes employees feel good about coming to work, and this provides the motivation to sustain them throughout the day.

Brenner (2004), argued that work environment designed to suit employee's satisfaction and free flow of exchange of ideas is a better medium of motivating employees towards higher productivity. This theory is similar with the result of interviews by all of the informant, that good work relationship can boost the motivation and make employees went to work with happy feelings every single day. The work environment can be more effective than other factors in terms of keeping retention because if employees feel more satisfied and committed to the company and if the employee has a positive experience of the work environment, the employees will be a longer survival in the company. So far, Bank Mandiri branch Sudirman really have a good team work and good work relationship among the employees. With a positive environment all of the informant agree that it is one of the reason why the employee remain stays at company. So, it really do help with keeping the employee, and retain them

CONCLUSION AND RECCOMENDATION

Conclusions

After examining the findings and discussing them, the conclusions acquired in the study are as follows:

1. Applying Maslow's hierarchy of needs on employee can reduce employee turnover because the company already know what employees want. The employee motivation at doing the job also will increases and it definitely can retain the employee. Bank mandiri already applied Maslow's hierarchy of needs theory on their company.
2. Compensation is takes a major role on employee retention. Most of them mention compensation is the major factor that highly motivated them to work.
3. If people are highly compensate it would encourage the person to work. even more, without complaining

4. The type of social atmosphere or the interpersonal relationships the employees experience within the organization has an impact on employee retention. Good interpersonal relationship among coworkers is the reason why the employee remain stays within the company. A good work environment make the work becomes more enjoyable. And making the employees went to the office with a happy feelings.

Recommendation

Based on the conclusion, here are the recommendation for Bank Mandiri branch Sudirman:

1. Company, track the levels of retention/turnover and overall employee satisfaction. This allows the company and employees knows where problems are so you can solve them. Having an employee satisfaction survey, and then acting upon it, can decrease turnover.
2. The government, should enact policies that ensure that the compensation, working environment and factors on Maslow's hierarchy of needs in Manado corporations promotes employees retention. The policy makers should enact policies that promote the implementation of aspects contributing to the retention of employees in the corporations.
3. The universities, to give some knowledge for the students and lectures to deeper understanding about Maslow's hierarchy of needs, Compensation, Work Environment and Employee Retention.
4. Next researchers, it is recommended to conduct research in wide areas of population, bigger sample and deep research about Maslow's hierarchy of needs, Compensation, and Work Environment on Employee Retention.

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