

The Effect of Compensation Equity and Social Work Environment on Employee Retention: The Mediating Effect of Job Satisfaction

Hemmy Fauzan^{1*}, Tongku Rifa Ayu Pitaloka², Irhamsyah Putra³, Bahrul Yaman⁴,
Suhendra⁵

^{1,2,3,4,5} *Program Studi Manajemen, Universitas Islam Negeri Syarif Hidayatullah Jakarta, Indonesia*

¹hemmy.fauzan@uinjkt.ac.id*, ²rifapitaloka01@gmail.com,
³irhamsyah.putra@uinjkt.ac.id, ⁴bahrul.yaman@uinjkt.ac.id, ⁵suhendra.feb@uinjkt.ac.id

Abstract— This study investigates the impact of compensation equity and the social work environment on employee retention, with job satisfaction serving as the mediating variable, among employees of PT JPT Jatidiri Trans. The employed quantitative method was path analysis utilizing data from 116 respondents. The study's results indicated that equitable compensation and a positive social work environment greatly enhanced job satisfaction, therefore leading to improved employee retention. The findings indicate that equitable remuneration and a conducive work environment substantially improve job satisfaction and employee retention. Organizations should prioritize equitable compensation and a conducive work environment to improve employee satisfaction and retention.

Keywords: Compensation Employee Retention, Equity, Job Satisfaction, Social Work Environment.

1. INTRODUCTION

The logistics industry, a labor-intensive sector that mainly relies on human resources, is experiencing growing demand alongside the expansion of import-export activities. As a result, logistics firms are required to enhance their operational capacity and efficiency, making human resource management (HRM) a crucial factor in the company's success. Employee retention becomes particularly important in this context, as it supports workforce stability, increases productivity, and strengthens business competitiveness.

PT. JPT Jatidiri Trans, established in 1989 and engaged in the export-import business, faces challenges in maintaining employee satisfaction and loyalty. Despite commendable financial performance, low employee satisfaction—especially concerning perceptions of salary inequity and an unfavorable social work environment—negatively affects worker motivation and retention. This situation threatens both operational efficiency and the company's long-term viability. Therefore, this study aims to examine the impact of compensation equity and the social work environment on employee retention at PT. JPT Jatidiri Trans.

Numerous studies have investigated factors influencing employee retention, particularly compensation and social work environment. However, most prior research has focused on sectors such as construction, information technology, and manufacturing, leaving the logistics industry—characterized by a high dependence on human labor and complex operational dynamics—relatively underexplored [9], [10], [11]. For example,

Received: 09 May 2025

Reviewed: 04 June 2025

Accepted: 25 June 2025

*Corresponding Author : hemmy.fauzan@uinjkt.ac.id

compensation and social support are key factors in talent retention within Malaysia's construction industry [9]. Similarly, the importance of human resource management practices, including fair compensation and training, in improving retention in Ghana's IT sector [10]. Rewards, career development, and job satisfaction significantly influence retention among Generation Z employees in Indonesia's service sector [11]. Nevertheless, these studies have not specifically examined the effects of perceived compensation inequity and social work environment on employees' retention intentions within the logistics industry.

Moreover, many previous studies have primarily employed quantitative approaches, lacking in-depth qualitative insights into employees' perceptions and experiences regarding compensation inequity and social workplace conditions [12], [13]. This gap presents an opportunity for this study to adopt a more holistic approach to better understand these factors in the context of PT. JPT Jatidiri Trans. Another research gap lies in the limited integration of compensation and social work environment variables in studying employee retention within export-import oriented logistics companies, where work pressure and social dynamics greatly influence employee motivation and loyalty [8], [9]. This study intends to fill this gap by focusing on the combined influence of fair compensation and social work environment on retention intentions at PT. JPT Jatidiri Trans, thereby contributing both theoretically and practically to human resource management strategies in the logistics sector.

Although various studies have highlighted the importance of organizational justice, especially regarding compensation, in employee retention, research specifically addressing these factors in the logistics industry remains scarce. For instance, the study *Organizational Justice and Its Effects on Employee Retention in Banana Companies* (2023) confirms that perceptions of compensation inequity significantly affect employees' intention to stay, which parallels the challenges faced by PT. JPT Jatidiri Trans concerning salary disparities that undermine motivation and loyalty [17].

Furthermore, research on talent retention in the digital, technology, and innovation sectors [18] demonstrates that a supportive social work environment is a critical factor in retaining employees. However, studies examining the impact of social work environment in the logistics sector, with its unique work dynamics and operational pressures, are still very limited. Additionally, one of the study emphasizes that fair compensation and a supportive work environment not only influence employee loyalty but also affect organizational performance and sustainability [19]. This underscores the need for research that integrates these factors to enhance employee retention in logistics companies like PT. JPT Jatidiri Trans.

In summary, this study aims to address these research gaps by investigating the effects of compensation equity and social work environment on employee retention intentions in the logistics industry, an area that remains underexplored in current literature. The findings are expected to provide valuable insights and recommendations for management to develop effective HRM strategies that improve retention and competitiveness in an increasingly challenging global market.

2. THEORETICAL REVIEW

2.1 Compensation Equity

Employees' views of equality and fairness in their compensation, both internally (inside the company) and externally (based on market norms), are referred to as compensation equity [4]. Adams' (1965) theory of distributive justice posits that employees assess their input-output ratios against those of their colleagues, and disparities in compensation can diminish motivation and job satisfaction, hence impacting employee retention. Equitable pay boosts job satisfaction, which in turn promotes employee retention in a variety of industry sectors [7]. A national study by Baqi &

Indradewa (2021) corroborated the beneficial effect of remuneration on job satisfaction for both permanent and contract employees in Indonesia [3].

2.2 Social Work Environment

The psychological milieu in the workplace is influenced by the social work environment, which includes aspects of organisational culture, communication, managerial support, and interpersonal relationships [5]. A conducive work environment can improve employees' psychological well-being, alleviate stress, and augment organisational involvement [2]. The social work environment and career development are significant factors in enhancing employee job satisfaction in Indonesian companies [8]. A supportive work environment is a crucial determinant of job satisfaction and staff retention in the healthcare industry [5].

2.3 Job Satisfaction as a Mediating Variable

Job satisfaction is the emotional response of people to their employment, shaped by elements including remuneration and workplace conditions [4]. Herzberg's two-factor theory asserts that motivational elements, including recognition and responsibility, along with hygiene variables such as working conditions and income, affect job happiness. Fair compensation and a favourable work environment augment job happiness, so reinforcing employees' intention to remain with the organisation. Demonstrating the mediation role of work satisfaction in employee retention [6], [7].

2.4 Employee Retention

Employee retention refers to an organization's capacity to maintain skilled personnel and minimise turnover rates. Effective retention enhances organisational stability, efficiency, and diminishes recruitment expenses [4]. Underscores the significance of career trajectories and equitable remuneration in retaining essential personnel within the garment sector [1].

2.5 Framework

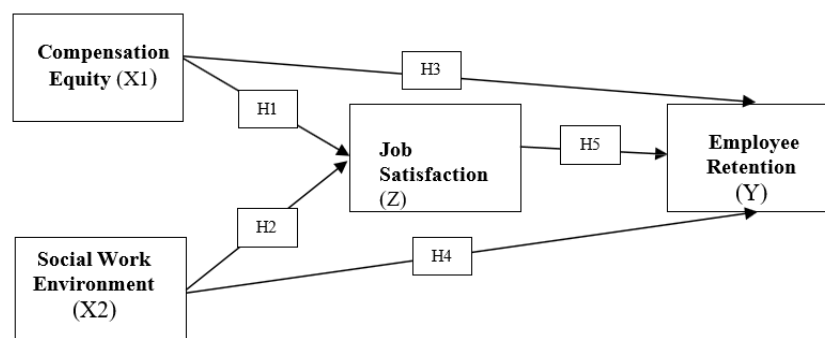


Figure 1. Research Framework

3. RESEARCH METHODS

This study used a quantitative method with descriptive and associative designs to investigate the impact of compensation justice and the social work environment on employee retention at PT JPT Jatidiri Trans. The study population comprised 116 employees from the Jakarta head office and the branches in Semarang and Surabaya. The employed sampling technique is non-probability sampling utilizing a saturation sampling strategy, so incorporating the entire population as the research sample.

Questionnaires, interviews, and in-person field observations were used to gather primary data. The questionnaire was designed with a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree), to assess respondents' perceptions regarding

compensation justice, work social environment, job satisfaction, and employee retention. Secondary data were gathered from literature reviews and company documents to supplement and support the analysis.

Before data processing, a validity test was performed to confirm that each questionnaire item accurately measured the desired variable. The validity assessment employs the item-total correlation method, stipulating that the correlation coefficient must be significant at the 95% confidence level. The reliability test employs the Cronbach's Alpha coefficient to evaluate the instrument's internal consistency, with an alpha value over 0.70 deemed satisfactory for reliability. Quantitative methods were employed to conduct data analysis, which included path analysis to systematically test the research hypothesis and measure the relationship between variables.

4. RESULTS AND DISCUSSION

4.1 Validity Test Results

The validity analysis results indicate that all question items for the variables Compensation Equity (X1), Social Work Environment (X2), Employee Retention (Y), and Job Satisfaction (Z) possess a Pearson correlation value exceeding the table value (R Table) of 0.308, confirming that all items are valid and reliable for measuring the respective variables. The Fair Compensation variable exhibits the highest correlation coefficient with item X1.3 (0.798), but the Social Work Environment demonstrates the highest value with item X2.10 (0.847), signifying a substantial impact on employee impression. Employee retention demonstrates significant validity, with the highest value recorded for item Y1.4 (0.865). While the majority of items in the Job Satisfaction variable are valid, item Z1.4 has the lowest correlation coefficient (0.373). Although this number surpasses the table threshold, it warrants further examination to enhance its relevance. The instruments employed in this study demonstrated reliability, and it is advisable to perform further analyses, including reliability analysis and factor analysis, to verify measurement precision and consistency [14].

4.2 Reliability Test

All the variables that were studied have a Cronbach's Alpha value higher than 0.7, which means that the measurement tool for each variable can be trusted. For example, the Fairness of Compensation variable had a value of 0.880 with 8 items, and the Social Work Environment had a value of 0.869 out of 10 items, which means that there was good internal consistency. Employee Retention had the highest reliability with a value of 0.894 out of 8 items, and Job Satisfaction also did well with a value of 0.864 out of 12 items. These values show that all the tools used in this study were valid and could be trusted to measure the concept. This gives people confidence that the research results can be properly interpreted and used to make good decisions.

4.3 Normality Test

4.3.1 Normality Test Of Structure Equation 1

The results of the reliability test reveal that every factor under investigation has a Cronbach's Alpha value higher than 0.7, suggesting that this measuring tool is consistent and reliable in characterising employee opinions and experiences. With the highest value in Employee Retention (0.894), we can sense that the factors most affecting employees in the choice to remain in the company are fairly quantified. This indicates that the business values employee welfare and satisfaction as well as numbers. With a significance value of 0.200, the Kolmogorov-Smirnov test also reveals that the data distribution is near to normal, so providing hope for safe additional study. These findings taken as a whole support the need of a data-driven strategy in producing a better and more compassionate workplace.

4.3.2 Normality Test Of Structure Equation 2

The findings of the reliability test reveal that every factor under investigation has a Cronbach's Alpha value higher than 0.7, thereby suggesting that this measuring tool is not only accurate but also consistent in capturing the opinions and experiences of workers. Understanding and enhancing employee wellbeing depends on knowing that the data acquired reflects the reality in the field, hence these values give hope for that. Furthermore, the Kolmogorov-Smirnov test findings reveal that the data distribution is somewhat close to normal with a significance value of 0.200, hence additional research can be conducted safely. These findings thus corroborate the dedication to establish a work atmosphere that is sensitive and oriented on the needs and satisfaction of employees, so fostering more compassionate interactions inside the company.

4.4 Multicollinearity Test Of Structures 1 And 2

The multicollinearity test results for both structures show that the Tolerance and Variance Inflation Factor (VIF) values are within acceptable limits, indicating no significant multicollinearity problems. In the first structure, both Compensation Equity and Social Work Environment have Tolerance values of 0.930 and VIF of 1.075, indicating that these two variables contribute independently to Job Satisfaction. Meanwhile, in the second structure, although Fair Compensation and Social Work Environment have lower Tolerance values (0.695 and 0.729) and higher VIF (1.439 and 1.372), all values are still within safe limits, while Job Satisfaction has a Tolerance of 0.545 and a VIF of 1.834, which indicates a complex but manageable interaction. This reflects the importance of maintaining a healthy relationship between these variables in creating a harmonious work environment, where every employee's voice is valued and considered, so as to improve their welfare and retention in the organisation.

4.5 Path Analysis Test

This study's path analysis comprises two structural equations. Equation 1 assesses the influence of Compensation Equity and social work environment on job satisfaction, whereas Equation 2 evaluates the effects of Compensation Equity, social work environment, and job satisfaction on employee retention.

Table 1. Path Analysis Regression Results Equation 1
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig
	B	Std Error	Beta			
1	(Constant)	23.557	3.139		7.505	.000
	Compensation Equity	.427	.072	.422	5.923	.000
	Social Work Environment	.349	.055	.450	6.318	.000

a. Dependent Variabel: Compensation Equity

Source: Data processed by the author (2025)

Table 2. Path Analysis Regression Results Equation 1
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.693 ^a	.480	.471	2,322

a. Predictors: (Constant), Social Work Environment, Compensation Equity

b. Dependent Variable: Job Satisfaction

Source: Data processed by the author (2025)

The analysis demonstrates that Compensation Justice and the Social Work Environment collectively exert a substantial influence on Employee work Satisfaction at PT. JPT Jatidiri Trans, accounting for 48% of the variance in work satisfaction. Both factors have a favorable effect, which means that making compensation fairer and the social work environment better will make employees happier. The Social Work Environment has a little more of an effect than Compensation Equity, which shows how important social factors are in the workplace. So, businesses need to focus on more than just fair pay. They also need to make sure that the workplace is a good place for people to work in order to improve employee happiness and retention.

Table 3. Path Analysis Regression Results Equation 2

		Coefficients ^a				
		Unstandardized Coefficients	Standardized Coefficients			
Model		B	Std Error	Beta	t	Sig
1	(Constant)	4.987	2.135		2.336	.021
	Compensation Equity	.427	.072	.422	5.923	.000
	Social Work Environment	.349	.055	.450	6.318	.000
	Job Satisfaction					.000

a. Dependent Variable: Employee Retention

Source: Data processed by the author (2025)

Table 4. Path Analysis Regression Results Equation 2

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.847 ^a	.718	.710	1.315

a. Predictors: (Constant), Job Satisfaction, Social Work Environment, Compensation Equity

b. Dependent Variable: Employee Retention

Source: Data processed by the author (2025)

According to the Model Summary table, 71.3% of the variation in employee retention can be explained by the regression model that includes the variables of job satisfaction, social work environment, and Compensation Equity (Adjusted R Square = 0.706). The standard error of 1.284 suggests a comparatively small prediction error in this model, and the correlation value (R) of 0.845 shows a very strong relationship between these three variables and employee retention.

With a significance value (Sig.) of less than 0.05, the Coefficients table indicates that every independent variable has a positive and significant impact on employee retention. With a standard beta coefficient of 0.505, the Social Work Environment has the biggest impact. Job satisfaction (Beta = 0.280) and Compensation Equity (Beta = 0.266) come next. This suggests that raising job satisfaction, perceptions of fair compensation, and the standard of the social work environment all considerably boost employees' desire to stick with the organization.

Based on the test results, the following direct calculations were obtained:

- Compensation Equity (X1) → Job satisfaction (Y) = 0.445
- Social Work Environment (X2) → Job Satisfaction (Y) = 0.402
- Compensation Equity (X1) → Employee Retention (Z) = 0.241
- Social Work Environment (X2) → Employee Retention (Z) = 0.462
- Job Satisfaction (Y) → Employee Retention (Z) = 0.353

While Indirect Calculation is as follows:

- Fair Compensation (X1) → Job Satisfaction (Y) → Employee Retention (Z) = $0.445 \times 0.353 = 0.157$. Indirect effect (0.157) < direct effect (0.241)

- b. Social Work Environment (X2) → Job Satisfaction (Y) → Employee Retention (Z) = $0.402 \times 0.353 = 0.142$. Indirect effect (0.142) < Direct effect (0.462).

4.6 Correlation Coefficient Test

The correlation coefficient test results indicate a significant relationship between the studied variables, highlighting intricate interactions within the work environment. Compensation Equity exhibits a substantial positive correlation with Job Satisfaction ($r = 0.552$) and Employee Retention ($r = 0.558$), suggesting that an enhanced perception of Compensation Equity correlates with increased employee satisfaction and retention. The Social Work Environment also demonstrates a significant positive relationship with Job Satisfaction ($r = 0.709$) and Employee Retention ($r = 0.726$), indicating that a supportive work environment can enhance employee satisfaction and loyalty. This finding underscores the necessity of fostering a fair and positive work atmosphere, where employees feel valued and supported, thereby strengthening their connection to the organisation and enhancing overall well-being.

4.7 Determination Coefficient Test

The test result of the coefficient of determination for Structure 1 shows a R^2 value of 0.455, which means that 45.5% of the variation in Job Satisfaction can be explained by Fairness of Compensation and Social Work Environment. This indicates that the two factors have a significant influence, although there is still 54.5% of variation that may be influenced by other factors, which reminds us of the importance of continuing to listen to and understand the needs of employees. Meanwhile, in Structure 2, the R^2 value of 0.718 indicates that 71.8% of the variation in Employee Retention can be explained by Job Satisfaction, Social Work Environment, and Fair Compensation. This confirms that employee satisfaction is a key factor in their decision to stay with the company. These findings underline the importance of creating a fair and satisfying work environment, where employees feel valued and cared for, thus increasing their loyalty and well-being in the organisation[15].

4.8 Simultaneous Significance Test (F Test)

4.8.1 Simultaneous Test Results (F Test) Structure Equation 1

According to the table presented above, which illustrates the outcomes of the F test concerning structural equation 1, one can derive the F table using the formula $F_{table} = F_{(k; n-k)}$, specifically $F = (2; 116-2)$. Thus, F is represented as (2; 114) which yields a value of 3.08. The SPSS output reveals that the F count is 47.148, which exceeds the F table value of 3.08. Consequently, the outcome of the significance value is 0.000, which is less than 0.05, indicating that the alternative hypothesis is accepted while the null hypothesis is rejected. The results suggest a concurrent influence of Fair Compensation (X1) and Social Work Environment (X2) on Job Satisfaction (Y).

Table 5. Simultaneous Test Results (F Test) Structure Equation 1
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig
1	Regression	547.664	2	273.832	50.804	.000 ^b
	Residual	592.902	110	5.590		
	Total	1140.566	112			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Social Work Environment, Compensation Equity

Source: Data processed by the author (2025)

4.8.2 Simultaneous Test Results (F Test) Structure Equation 2

The findings from the simultaneous test (F Test) for Structure 2 indicate a F value of 94.871, which exceeds the F table value of 2.68, accompanied by a significance level of

($p < 0.001$). The sig value obtained is 0.000, which is less than 0.05. This outcome leads to the acceptance of H_a and the rejection of H_o , indicating that the regression model, which includes Job Satisfaction, Social Work Environment, and Fair Compensation, has a significant impact on Employee Retention. This value indicates that the three variables together effectively account for the variation in employees' decisions to remain with the company. The results, which exhibit a very low level of significance, highlight the critical need for establishing a supportive and equitable work environment, in which employees experience a sense of value and satisfaction. The findings emphasise the company's dedication to prioritising both productivity and employee welfare, thereby fostering a more humane and sustainable organisational culture [16].

Table 6. Simultaneous Test Results (F Test) Structure Equation 2

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	447.377	3	149.126	90.435	.000 ^b
	Residual	179.738	109	1.649		
	Total	627.115	112			

a. Dependent Variable: Employee Retention

b. Predictors: (Constant), Job Satisfaction, Compensation Equity, Social Work Environment

Source: Data processed by the author (2025)

4.9 Partial Significance Test (T Test)

The t-test results for Structure 1 indicate a calculated t-value of 6.182 and a significance level of 0.000, which is considerably less than 0.05. This suggests that Fair Compensation significantly influences Job Satisfaction, leading to the rejection of the null hypothesis in favour of the alternative hypothesis. This indicates that when employees perceive their compensation as equitable, they are likely to experience greater job satisfaction. Conversely, in Structure 2, the t-value of 3.999 indicates a significance level of 0.000, suggesting that Fair Compensation significantly influences Employee Retention, leading to the rejection of the null hypothesis once more. This finding underscores the significance of equitable compensation as a critical element in fostering a constructive work environment. When employees perceive fairness, they are more likely to feel valued and motivated to remain with the organisation, thereby enhancing their overall welfare and strengthening their connection with the company [20].

4.10 Sobel Test

The Sobel test results for Structure 1 indicate that the alternative hypothesis (H_a) is accepted while the null hypothesis (H_o) is rejected. This analysis reveals that Fairness of Compensation and Social Work Environment significantly influence Job Satisfaction, supported by a t-value of 6.182 for Fairness of Compensation and 5.586 for Social Work Environment, both achieving a significance level of 0.000. This suggests that both factors significantly contribute to enhancing employee satisfaction, subsequently promoting a more positive work environment. In Structure 2, the acceptance of the alternative hypothesis (H_a) and the rejection of the null hypothesis (H_o) indicate that Fair Compensation has a significant effect on Employee Retention, supported by a t-score of 3.999. The t-score values for the Social Work Environment and Job Satisfaction were 7.850 and 5.186, respectively, both achieving a significance level of 0.000. The findings underscore the essential requirement for establishing an equitable and nurturing workplace, where employees recognise their worth and derive satisfaction, thereby enhancing their commitment to the organisation. Consequently, these findings indicate that prioritising fairness and employee satisfaction yields beneficial effects not only on individual outcomes but also on the overall sustainability of the organisation [14].

5. CONCLUSION

This research aimed to explore the impact of Compensation Justice (X_1) and Social Work Environment (X_2) on Employee Retention (Z), with Job Satisfaction (Y) serving as an intervening variable among employees of PT JPT Jatidiri Trans. The findings from the path analysis reveal that both Compensation Justice and Social Work Environment significantly enhance Job Satisfaction, which in turn elevates Employee Retention, both directly and indirectly. The evidence indicates that job satisfaction is not merely a byproduct of fair compensation; it is also profoundly influenced by the quality of the social work environment. Employees who perceive their compensation as equitable are more likely to experience higher job satisfaction, which fosters loyalty and reduces turnover. Moreover, a positive work environment characterized by supportive relationships and effective communication further amplifies this effect, creating a workplace where employees feel valued and engaged.

These insights underscore the necessity for organizations to prioritize not only fair compensation practices but also to cultivate a nurturing work environment that promotes employee well-being. By doing so, companies can create a sustainable organizational culture that not only attracts talent but also retains it. In conclusion, enhancing salary equity and fostering a supportive social work environment are vital strategies for improving job satisfaction and, consequently, employee retention. Organizations that recognize and act upon these factors will not only improve their operational effectiveness but also contribute positively to the overall morale and productivity of their workforce. As PT JPT Jatidiri Trans continues to navigate the complexities of the export-import sector, implementing these strategies will be crucial in ensuring long-term success and stability within the company. Ultimately, this research contributes to a deeper understanding of the interplay between compensation, work environment, and employee satisfaction, providing valuable insights for managers and decision-makers aiming to enhance employee retention in a competitive market landscape.

REFERENCES

- [1] S. Alam, A. Vyas, and K. Taslim, "Impact of career path and fair compensation on key employee retention: A study on apparel firms in Chandigarh, India," in Proc. 2023 Int. Conf. Advances in Electrical, Electronics, Information, Communication and Bio Informatics (AEEICB), 2023, doi: 10.1109/ICAEECI58247.2023.10370826.
- [2] D. M. Y. Astuti and A. A. S. K. Dewi, "Pengaruh lingkungan kerja sosial dan keterlibatan organisasional terhadap retensi karyawan," Jurnal P3K, vol. 3, no. 3, 2019. doi: 10.51849/j-p3k.v3i3.185.
- [3] F. A. Baqi and R. Indradewa, "The Effect of Fair Compensation on Job Satisfaction of Permanent Employees and Contract Employees," 2021.
- [4] G. Dessler, Human Resource Management, 16th ed. Pearson, 2020.
- [5] J. Donley, "The impact of work environment on job satisfaction: Pre-COVID research to inform the future," Nurse Leader, 2021, doi: 10.1016/j.mnl.2021.08.009.
- [6] R. Ghulam and Fitri, "Pengaruh kompensasi dan kepuasan kerja terhadap retensi karyawan pada PT NIC," Jurnal e-Business Institut Teknologi dan Bisnis Muhammadiyah Polewali Mandar, vol. 4, no. 1, pp. 100–107, 2024. doi: 10.59903/ebusiness.v4i1.109.
- [7] P. Kalyanamitra, S. Saengchai, and K. Jernsittiparsert, "Impact of training facilities, benefits and compensation, and performance appraisal on the employees' retention: A mediating effect of employees' job satisfaction," Systematic Reviews in Pharmacy, vol. 11, no. 3, pp. 166–175, 2020. doi: 10.5530/srp.2020.3.19.
- [8] Maharani and Sumiyati, "Lingkungan kerja sosial dan pengembangan karir sebagai pengaruh kepuasan kerja karyawan," Strategic, vol. 17, no. 1, 2022. doi: 10.17509/strategic.v17i1.17532.

- [9] N. Ahmad, R. Ismail, and H. Hassan, "Factors of talent retention in Malaysian construction industry: Employee's perspective," *Open Journal of Technology and Policy*, vol. 12, no. 1, pp. 45–60, 2023.
- [10] J. Mensah and P. Owusu, "Human Resource Practices and Employee Retention: The Moderating Effect of Job Engagement in Ghana's ICT Sector," *African Journal of Business Management*, vol. 16, no. 3, pp. 101–115, 2022. doi: 10.33215/agg17288.
- [11] A. Putra and D. Sari, "Retention of Gen Z Employees: The Impact of Rewards, Career Development, and Job Satisfaction in West Kalimantan Cafes," *Economic and Business Review*, vol. 7, no. 3, pp. 210–225, 2023. doi: 10.32877/eb.v7i3.1796.
- [12] K. Mwangi and M. Wanjiru, "Effects of Total Rewards on Employee Retention: A Case Study of Kenya Vision 2030 Delivery Secretariat," *Strategic Journal of Business & Change Management*, vol. 9, no. 2, pp. 34–50, 2022.
- [13] L. Zavidna, "The Concept of Forming and Developing an Employer Brand in Ukraine during the War," *Global Economic Journal*, vol. 85, no. 6, pp. 155–166, 2023.
- [14] E. Fuentes-Afflick et al., "Promoting Inclusion in Academic Medicine," *JAMA Network Open*, vol. 5, no. 6, p. e2295071, 2022. doi: 10.1001/jamanetworkopen.2022.95071.
- [15] N. Rizky Prasetyo, S. Sina, and K. Umi, "The Role of Work-Life Balance, Knowledge Sharing, and Job Satisfaction in Enhancing Employee Performance," *East African Scholars Journal of Economics, Business and Management*, vol. 8, 2025. doi: 10.36349/easjebm.2025.v08i04.002.
- [16] N. Alden and F. Aisyah, "What Do Explore Employee Retention Factors: The Mediating Role of Job Satisfaction," *Journal of Business Theory and Implementation*, vol. 15, no. 2, 2024. doi: 10.18196/jbti.v15i2.20492.
- [17] Maelyn L. Salova, Jenica R. Samperoy, Hazel Mae C. Llorente, "Organizational Justice and Its Effects on Employee Retention in Banana Companies: A Quantitative Analysis," *American Journal of Economics and Business Administration*, 2023.
- [18] Haney Shafira Abdul Halim and Dilla Syadia Ab Latiff, "Retaining Talent in Digital, Technology and Innovation Department: Key Factors Influencing Retention at a GLC in Malaysia," *International Journal of Management and Business Research*, 2023.
- [19] S. Sujatha and K. Shiva Shanker, "A Study on Impact of Intangible Resources on a Company Profitability with Reference of Tata Motors," *International Journal of Scientific Research in Engineering and Management*, 2023.
- [20] Elena Gurgu and Valentin Kuleto, "The Impact of Employer Branding on Organizational Performance: A Comprehensive Analysis," *Journal of Human Resource Management*, 2023, doi: 10.26458/23216.