
Human Capital Efficiency: The Role of Work Environment and Job Satisfaction in Enhancing Employee Retention at SAMSAT Buleleng

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Abstract:

This study aims to determine and analyze the influence of the work environment and job satisfaction on employee retention at Samsat Buleleng. The research employs a quantitative approach using a survey method through the distribution of questionnaires to a number of employees as the sample. The data analysis techniques used include multiple linear regression analysis, T-test, and the coefficient of determination (R^2) test. The results of the study show that, partially, the work environment has a significant influence on employee retention, with a coefficient value of 0.246 and a contribution of 36.2%. In addition, job satisfaction also affects retention with a coefficient of 0.390 and a contribution of 39.0%, indicating that the higher the job satisfaction, the greater the tendency of employees to remain in the organization. Therefore, it can be concluded that the work environment and job satisfaction are two important factors that must be considered by the management of Samsat Buleleng in their efforts to increase loyalty and retain the existing workforce.

Keywords: Work Environment, Job Satisfaction, Employee Retention, Samsat Buleleng

Submitted: 20 April 2025, Accepted: 9 June 2025, Published: 22 June 2025

1. Introduction

Samsat Buleleng, a regional public service agency tasked with vehicle administration and tax collection in Buleleng Regency, holds a vital function in supporting regional government revenue. This organization is responsible not only for ensuring the efficiency of tax operations but also for delivering high-quality public services. To maintain this standard, it depends on the stability and commitment of its workforce, which comprises two primary categories: Civil Servants (ASN) and non-Civil Servants (non-ASN). While ASN employees enjoy greater job security and structured benefits, non-ASN employees often face limited contractual stability, minimal career progression opportunities, and less access to organizational incentives.

A pressing issue within Samsat Buleleng is the consistently low retention rate among non-ASN employees. Between 2020 and 2024, retention rates declined significantly, as evidenced by a rise in employee exits from 10.5% to 19.4%. This phenomenon is

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concerning because a high turnover rate disrupts workflow, reduces institutional memory, and compromises the quality and continuity of public service. Initial findings suggest that this low retention is closely linked to the workplace environment and levels of job satisfaction experienced by employees, particularly among the non-ASN cohort.

The work environment at Samsat Buleleng has come under scrutiny for not being sufficiently supportive or conducive to employee well-being. Common complaints include poor office facilities, high workloads, minimal recognition, and strained interpersonal relationships with supervisors. These challenges, when unaddressed, foster dissatisfaction and drive employees—especially those without job security—to seek employment elsewhere. Scholars such as Bangwal and Tiwari (2018) have established that a positive work environment is strongly correlated with both job satisfaction and employee retention. Teo, Saad, and AlQershi (2021) found similar outcomes in the healthcare sector, underscoring the universal relevance of this relationship across service-based professions.

Parallel to environmental conditions, job satisfaction plays a pivotal role in determining whether employees choose to stay or leave an organization. Dissatisfaction with aspects such as compensation, recognition, promotion opportunities, and leadership can result in disengagement, absenteeism, and ultimately, resignation. Bhatia and Williams (2023) developed models highlighting key satisfaction parameters affecting employees in educational institutions, many of which are transferable to government offices. Gruman and Saks (2011) also emphasized the importance of performance management in cultivating engagement and satisfaction. These studies confirm that job satisfaction is not merely a personal sentiment but a critical organizational metric directly influencing retention.

Despite the abundant literature, there is a notable research gap regarding how these factors manifest in Indonesian public service institutions, particularly those involving both ASN and non-ASN personnel. Previous studies have largely focused on the private sector, hospitality, healthcare, or education, with limited investigation into local government agencies such as Samsat offices. Furthermore, few studies have attempted to distinguish between the responses and experiences of ASN and non-ASN employees, even though their employment conditions are markedly different. This oversight represents a critical gap in current human resource management research.

Given this context, the urgency to address employee retention in Samsat Buleleng becomes increasingly evident. The organization's ability to maintain high standards of public service hinges on its capacity to reduce turnover, especially among non-ASN employees who play essential roles in daily operations. An in-depth understanding of the environmental and psychological factors affecting their decision to stay or leave can inform more targeted and effective retention strategies. Without such efforts, Samsat Buleleng risks deteriorating service quality and public trust.

This study brings novelty by focusing on a government institution with dual employment structures and highlighting the different factors that affect each group.

The approach is comprehensive in assessing both work environment and job satisfaction, applying conceptual frameworks from Bangwal and Tiwari (2018), Chow et al. (2007), Georgiadis and Pitelis (2016), and Medina-Garrido et al. (2023). Moreover, by integrating performance management theory (Gruman & Saks, 2011) and environmental psychology (Reyne-Pugh et al., 2020), this study offers a multidimensional perspective.

This research contributes to both theoretical advancement and practical application. Theoretically, it expands understanding of how public sector dynamics influence workforce behavior and decision-making. Practically, the findings will equip Samsat Buleleng and similar institutions with data-driven insights to design policies that improve working conditions, elevate job satisfaction, and ultimately, enhance employee retention. Strategies might include revising job roles, improving facilities, launching recognition programs, and offering more transparent career pathways.

Hence, the aim of this research is twofold: (1) to examine the influence of the work environment on employee retention at Samsat Buleleng and (2) to assess the impact of job satisfaction on the retention of employees, especially among the non-ASN workforce. By fulfilling these objectives, the study seeks to bridge the gap between academic insight and policy relevance, offering a model for sustainable human resource development in public institutions.

2. Theoretical Background

Work Environment and Employee Retention The work environment refers to the physical, psychological, and social aspects of the workplace that influence employees' experiences and performance. A conducive and supportive work environment not only fosters productivity but also enhances employee loyalty. Inda and Mishra (2016) found that a positive work environment significantly affects employee retention. Similarly, Padmavathi (2023) argued that sustainable work environments in the e-commerce sector foster higher work engagement, satisfaction, and lower turnover. A clean, safe, and harmonious workplace contributes to employees' sense of belonging and commitment to the organization. Halim et al. (2021) also confirmed that effective communication and a healthy workplace environment enhance retention, especially in service-based industries such as hospitality.

Bibi, Ahmad, and Majid (2016) further emphasized the moderating effect of the work environment on the relationship between compensation, job security, and retention, indicating that without a supportive work environment, other retention strategies may not be effective. In the context of government service, creating a workplace that supports both job demands and employee well-being is crucial for reducing attrition.

Job Satisfaction and Employee Retention Job satisfaction is a psychological state resulting from how well an employee's job fulfills their expectations, values, and needs. It encompasses satisfaction with compensation, leadership, development opportunities, and the general work atmosphere. Irabor and Okolie (2019) suggest that

job satisfaction is a primary determinant of employee retention, as satisfied employees are more likely to remain loyal and productive.

In addition, Sorn et al. (2023) identified compensation as one of the key satisfaction drivers that directly affects retention. Salman, Mahmood, and Aftab (2016) indicated that health and safety environments also impact job satisfaction, which then mediates employee retention. Shafiuddin, Nassibi, and Marhoun (2022) also found that job satisfaction mediates the effect of the work environment on employee retention, especially in high-pressure sectors like banking. The presence of motivation, growth opportunities, and recognition are critical elements that influence job satisfaction.

Theoretical Framework and Hypothesis Development The theoretical framework for this study is grounded in the two-factor theory (Herzberg's Motivation-Hygiene Theory) which categorizes factors into hygiene (e.g., work environment) and motivation (e.g., job satisfaction). When these are appropriately managed, employee retention improves.

Drawing from the literature and theoretical foundation, the following hypotheses are proposed:

H1: *Work environment has a positive and significant effect on employee retention at Samsat Buleleng.*

H2: *Job satisfaction has a positive and significant effect on employee retention at Samsat Buleleng.*

3. Methodology

This study employed a quantitative descriptive research design to examine the influence of work environment and job satisfaction on employee retention among non-civil servant employees (non-ASN) at Samsat Buleleng. The population in this research consisted of all 98 non-ASN employees currently working at the institution. These individuals were selected as they are directly exposed to the dynamics of the workplace environment and varying levels of job satisfaction, both of which are believed to significantly impact their decision to remain with or leave the organization. Given the manageable size of the population and its relevance to the research objectives, the entire population was used as the sample through a saturated sampling technique (total sampling).

The data used in this study comprises both qualitative and quantitative data types. Qualitative data included narrative descriptions such as organizational profiles, vision and mission, and job responsibilities of Samsat Buleleng. Quantitative data, on the other hand, was derived from structured questionnaires distributed to the respondents, designed using an interval scale ranging from 1 to 10 to measure perceptions of the work environment, job satisfaction, and employee retention. The study also used both primary and secondary data. Primary data were gathered directly from the respondents through questionnaires, while secondary data were obtained from internal documents such as HR reports, staff turnover statistics, and other supporting literature.

To ensure data accuracy and reliability, various analytical tools were employed. Validity testing was conducted using corrected item-total correlation, while reliability was tested using Cronbach's Alpha, with a threshold of $\alpha > 0.70$ indicating acceptable internal consistency. Classical assumption tests, including normality, multicollinearity, and heteroskedasticity tests, were performed to meet the assumptions for regression analysis. Data analysis was carried out using multiple linear regression to determine the effect of work environment and job satisfaction on employee retention. The regression model used was:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e,$$

where Y represents employee retention, X_1 is work environment, and X_2 is job satisfaction.

Further analysis included the coefficient of determination (R^2) to assess the explanatory power of the model, as well as the t-test to test the significance of individual regression coefficients. A significance level of 5% ($\alpha = 0.05$) was used to determine whether the independent variables had a statistically significant effect on the dependent variable. If the t-value was greater than the critical value of the t-table, the hypothesis was accepted. This analytical approach enabled a rigorous evaluation of how the two key predictors—work environment and job satisfaction—shaped the retention of non-ASN employees at Samsat Buleleng.

4. Empirical Findings/Result

Instrument Validity and Reliability Test

Based on the distribution of questionnaires to respondents at Samsat Buleleng regarding the variables under study, a validity and reliability test was conducted to ensure the quality of the measurement instruments. Validity was tested using the Corrected Item-Total Correlation method, where the decision rule was based on the comparison between the calculated correlation (r-count) and the critical value of r-table (r-table = 0.202, $df = 95$, $\alpha = 5\%$). The results, as shown in Table 5.2, indicate that all statement items used to measure the variables of work environment (X_1), job satisfaction (X_2), and employee retention (Y) have r-count values higher than r-table. For example, item $X_{1.1}$ scored 0.609, $X_{2.1}$ scored 0.561, and $Y_{1.1}$ scored 0.826, all of which exceed the threshold. Therefore, it can be concluded that all items are valid and appropriate for further analysis.

Reliability testing was then performed to assess the internal consistency of the items forming each variable. The Cronbach's Alpha values for all three variables exceeded the minimum threshold of 0.70, indicating strong reliability. Specifically, the Cronbach's Alpha values were 0.830 for the work environment (X_1), 0.763 for job satisfaction (X_2), and 0.801 for employee retention (Y). These findings, summarized in Table 5.3, confirm that the instruments used in the questionnaire are reliable and consistent in measuring the intended constructs.

Classical Assumption Testing

a. Normality Test

The normality of data distribution was assessed using the One-Sample Kolmogorov-Smirnov Test. The test results indicated an Asymp. Sig. (2-tailed) value of 0.058. Since this value is greater than the significance level of 0.05, it can be concluded that the residuals are normally distributed. This suggests that the regression model satisfies the assumption of normality, which is crucial for the validity of subsequent parametric analyses.

b. Multicollinearity Test

The presence of multicollinearity among independent variables was evaluated by examining the tolerance and Variance Inflation Factor (VIF) values. As shown in Table 5.6, both the work environment (X1) and job satisfaction (X2) variables recorded tolerance values of 0.419 and VIF values of 2.388. These results fall within acceptable limits—tolerance values above 0.10 and VIF values below 10—indicating no multicollinearity issues exist in the regression model. Thus, each independent variable provides unique explanatory power in predicting employee retention.

c. Heteroskedasticity Test

To assess heteroskedasticity, a scatterplot of the residuals was examined. The visual inspection of the scatterplot (Figure 5.1) reveals that the residuals are randomly dispersed and do not form a clear pattern or funnel shape. This indicates homoscedasticity, suggesting that the variance of residuals is consistent across observations. Therefore, it can be concluded that the regression model is free from heteroskedasticity problems and is suitable for linear regression analysis.

Hypothesis Testing

a. Coefficient of Determination Analysis

The coefficient of determination analysis is used to determine the percentage of influence that independent variables have on the dependent variable—in this case, to assess the percentage of influence from the Work Environment (X1) and Job Satisfaction (X2) on Employee Retention (Y). Based on the results calculated using SPSS version 21.0, the findings are presented in Table 5.7 below.

Table 1. Results of Determination Analysis

Model	R Square (r ² x 100%)	Standardized Coefficient Beta	Zero-Order Correlation	Determination (C x D) x 100%
1	75.2%	-	-	-
2	-	0.447	0.811	36.2%
3	-	0.477	0.818	39.0%

Source: Data Processed (2025)

The value of the coefficient of determination (R Square) is 75.2%, indicating that the Work Environment (X1) and Job Satisfaction (X2), together, influence Employee Retention (Y) by 75.2%, while the remaining 24.8% (100% - 75.2%) is influenced by other factors not examined in this study.

The partial effect of Work Environment (X1) on Employee Retention (Y) is 36.2%, suggesting that X1 contributes 36.2% to variations in Y. Similarly, the partial effect of Job Satisfaction (X2) is 39.0%, meaning that X2 explains 39.0% of the variation in Employee Retention (Y).

b. F-Test Analysis

The F-Test is used to determine whether the independent variables simultaneously have a significant effect on the dependent variable. The results of the F-test hypothesis testing are presented in Table 5.8.

Table 2. F-Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	576.617	2	288.309	139.793	0.000
Residual	189.741	92	2.062		
Total	766.358	94			

Source: Data Processed (2025)

In this test, the significance level used is 5%, with degrees of freedom (dfn = 2 and dfd = 92). According to the F-table, the critical value for F(5%, 2/92) is 3.944. The calculated F value (F-count) is 139.793, which is significantly greater than the F-table value. Thus, F-count > F-table (139.793 > 3.944), and with a significance value of 0.000 (< 0.05), it can be concluded that H_0 is rejected and H_a is accepted. Therefore, it is statistically proven that the Work Environment and Job Satisfaction simultaneously have a significant positive effect on Employee Retention at Samsat Buleleng.

c. T-Test Analysis

The T-Test is employed to determine whether each independent variable has a partial (individual) influence on the dependent variable. The results of the hypothesis testing using the t-test are shown in Table 5.9.

Table 3. T-Test Results

Model	T	Sig.
(Constant)	2.549	0.012
X1 (Work Environment)	5.571	0.000
X2 (Job Satisfaction)	5.956	0.000

Source: Data Processed (2025)

Based on the results, the t-count for Work Environment (X1) is 5.571 and for Job Satisfaction (X2) is 5.956. The critical t-table value at $\alpha = 5\%$ and degrees of freedom (df = 92) is 1.986. Since both t-count values exceed the t-table value (5.571 > 1.986 and 5.956 > 1.986), with significance levels below 0.05 (both 0.000), it can be concluded that both H_{a1} and H_{a2} are accepted. This means that: A better Work Environment significantly increases Employee Retention at Samsat Buleleng. Higher Job Satisfaction significantly enhances Employee Retention at Samsat Buleleng.

5. Discussion

The findings of this study affirm the critical role of both work environment and job satisfaction in shaping employee retention among non-permanent staff at Samsat Buleleng. These results reflect the growing body of research emphasizing that a supportive, healthy, and engaging work setting contributes substantially to an employee's decision to remain within an organization.

A positive work environment can foster emotional stability, psychological safety, and greater attachment to the workplace. This is consistent with Bangwal and Tiwari (2018), who observed that when employees perceive their workplace as comfortable, fair, and well-managed, their satisfaction and intent to stay increase. Similarly, Reyne-Pugh et al. (2020) found that physical comfort, environmental design, and ergonomic factors significantly affect employee satisfaction and retention in office settings. The current study's results also align with Teo et al. (2021), who emphasized that conducive workplace conditions are essential for retaining professionals, especially in high-stress environments such as hospitals.

Job satisfaction, on the other hand, serves as a strong emotional anchor that reinforces organizational commitment. Employees who feel recognized, fulfilled, and supported tend to demonstrate stronger loyalty and reduced turnover intentions. According to Irabor and Okolie (2019), job satisfaction is one of the most consistent predictors of retention across various sectors. Similarly, Ismarau Tajuddin et al. (2024) found that employee satisfaction directly correlates with organizational performance, as satisfied workers are more productive and less likely to leave.

The interplay between job satisfaction and work environment is also notable. Bragadóttir et al. (2023) showed that effective teamwork and collaborative climates improve satisfaction among hospital staff. In the context of public institutions such as Samsat Buleleng, where employees are often exposed to rigid systems and high public service demands, such a working atmosphere can significantly influence how they perceive their value and role within the institution.

Other studies support this view. Padmavathi (2023) argued that a sustainable work environment not only improves job satisfaction but also enhances long-term retention, particularly in industries undergoing rapid digital transformation. Additionally, Halim et al. (2021) revealed that job satisfaction mediates the relationship between leadership communication and employee retention in the hospitality industry, indicating that satisfaction is a vital mechanism through which other organizational factors exert their influence.

Moreover, Inda and Mishra (2016) confirmed that both compensation and working conditions are key to employee retention, but only when employees are also satisfied with their roles and responsibilities. Bhatia and Williams (2023) noted that satisfaction is shaped by both intrinsic motivators (like recognition and purpose) and extrinsic

ones (such as workload balance and organizational support), all of which were found to be relevant in the current study's context.

Additionally, Dawson and Kularathne (2021) highlighted the importance of aligning employee career goals with organizational development efforts to reduce turnover. While career planning was not directly examined in this research, the observed positive effects of work environment and satisfaction suggest that organizations like Samsat Buleleng should also consider personal development initiatives as a retention strategy.

In essence, the study corroborates the theoretical notion that employee retention is not solely a matter of compensation or job security, but a multifaceted outcome of psychological comfort, workplace support, and personal fulfillment. This view is echoed in the research of Tirta and Enrika (2020), who emphasized that the balance between work and life, when mediated by job satisfaction, significantly reduces the desire to leave, particularly among younger workers.

In conclusion, creating a nurturing work environment and cultivating job satisfaction should be strategic priorities for any organization seeking to improve employee retention. These findings not only validate previous research but also provide practical insights for policy-making in public institutions, especially when managing non-permanent staff in critical service sectors.

6. Conclusions

This study concludes that both work environment and job satisfaction play a significant role in influencing the retention of non-permanent employees at Samsat Buleleng. A supportive and conducive workplace atmosphere encourages employees to remain committed to the organization, while job satisfaction strengthens emotional bonds and motivation to continue working. These findings affirm that organizational efforts to improve working conditions and foster employee well-being are crucial strategies for reducing turnover and enhancing workforce stability.

The results are in line with prior research showing that job satisfaction and work conditions are vital determinants of employee retention across various industries (Inda & Mishra, 2016; Padmavathi, 2023; Irabor & Okolie, 2019). The study underscores the need for public institutions to invest not only in administrative efficiency but also in the quality of the employee experience as a long-term retention strategy.

While this study provides valuable insights, it is not without limitations. The scope was limited to non-permanent employees in a single institution, which may restrict the generalizability of the findings. Future studies could expand the analysis to different types of employment (e.g., permanent vs. contract staff) or across multiple government agencies to compare patterns of retention behavior.

Moreover, further research could incorporate additional variables such as leadership style, organizational culture, career development opportunities, or work–life balance, which may also influence employee retention. It is also recommended to explore mediating and moderating effects, such as job engagement or perceived organizational support, to better understand the mechanisms behind retention decisions.

Longitudinal studies may also offer deeper insights into how changes in workplace conditions over time affect employee satisfaction and turnover intentions. Using qualitative approaches, such as interviews or focus groups, may complement quantitative findings and uncover richer, contextual perspectives on retention dynamics.

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