

## Employee Retention Strategies: A Mediation Analysis of Job Satisfaction

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### Abstract

*This study examines the organizational determinants of employee job satisfaction and their effect on intention to stay within G Group, a diversified property and lifestyle business experiencing persistent turnover. A quantitative method was applied using Partial Least Squares Structural Equation Modelling (PLS-SEM). Survey data were collected from 244 employees with a minimum of three months' tenure, ensuring relevance beyond probationary stages. Job satisfaction was positioned as a mediating variable. Organizational culture, compensation, and career development have a significant effect on job satisfaction, whereas work-life balance shows no significant influence on either job satisfaction or intention to stay. Job satisfaction strongly predicts intention to stay and mediates the effects of culture, compensation, and career development. The weaker influence of career development and work-life balance appears to be related to demographic characteristics and variations in respondents' work experiences. The findings support Herzberg's distinction between motivators and hygiene factors, while Social Exchange Theory clarifies how supportive culture and fair compensation generate reciprocal commitment, also align with Talent Management Theory that development practices influence retention mainly through their impact on satisfaction. Findings suggest that proactive strategies, such as strengthening supportive organizational culture, ensuring fair and transparent compensation, and building structured career development, are more effective in reducing turnover and improving employee intention to stay than reactive approaches like counteroffers or short-term retention responses. This study offers empirical insight into how retention mechanisms function across different business sectors within one organization, highlighting variations in employee perceptions shaped by distinct operational contexts.*

## Introduction

In today's competitive service and property industries, employee behavior and emotional engagement are central to service quality and business success (Wirtz & Lovelock, 2021; Rabiul et al., 2022; Sharif & Sidi Lemine, 2024). Dissatisfied employees often struggle to deliver positive customer experiences, which increases turnover risk (Brotheridge & Lee, 2003; Karatepe & Sokmen, 2006). Herzberg's Two-Factor Theory (1959) explains that motivators such as growth and recognition drive real satisfaction, while hygiene factors such as pay, working conditions, and policies prevent dissatisfaction but do not create long-term engagement. Social Exchange Theory (Blau, 1964) adds that employees who feel supported and treated fairly are more likely to stay with the organization. According to the Work Institute Retention Report (2025), most resignations are preventable and triggered by career concerns, weak management support, work-life imbalance, and heavy workloads. These issues contribute to significant financial and operational burdens, with turnover costs averaging 33 percent of

annual salary for each replacement, highlighting the importance of effective retention strategies for organizational stability.

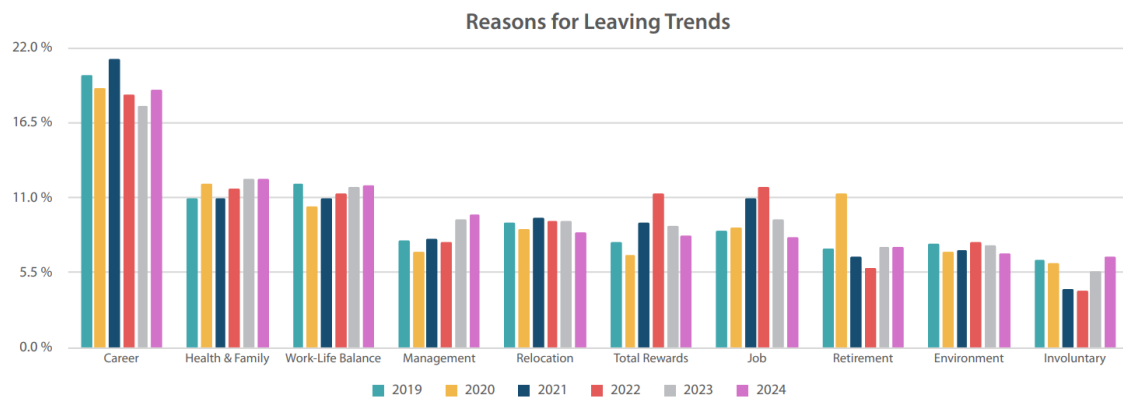


Figure 1.1 Reasons for Leaving Trends

Source: Work Institute’s 2025 Retention Report

G Group provides a relevant empirical context, as structural retention challenges are evident through its dual operational sectors of property and lifestyle. This composition generates heterogeneous workforce characteristics, including technical professionals, operational employees, and hospitality staff, many of whom are contract-based or within their first year of employment. Turnover rates at the company significantly exceed industry benchmarks, and exit interview results reveal recurring patterns of resignation motives, including issues of compensation, organizational culture, career clarity, and workload.

Previous studies have extensively examined the roles of compensation, career development, work–life balance, and organizational culture as predictors of job satisfaction and retention, yet empirical findings often vary across contexts. Herzberg’s Two-Factor Theory, as reaffirmed by Lee et al. (2023), explains the distinction between intrinsic motivator factors and extrinsic hygiene factors as sources of job satisfaction and dissatisfaction. Social Exchange Theory, grounded in the psychological reciprocity described by Cropanzano and Mitchell (2005), asserts that employees who perceive fairness and organizational support tend to demonstrate greater loyalty and willingness to stay. Meanwhile, Talent Management Theory, as articulated by Kumar (2022), emphasizes organizational investment in employee competence development as a mechanism that strengthens attachment and retention.

However, the interaction of these theories has not been widely tested in organizations with a high proportion of contract-based employees, where shorter career horizons and weaker psychological bonds may alter retention dynamics compared to permanent workers. This study seeks to address these conceptual and empirical gaps by analyzing how organizational culture, compensation, career development, and work–life balance influence job satisfaction and intention to stay at G Group, with job satisfaction as a mediating variable. Using a quantitative approach with PLS-SEM, this research not only tests the theoretical model but also provides practical insights into which organizational factors are most effective in reinforcing employee attachment across different employment structures. The findings are expected to refine theoretical understanding and support the development of proactive, data-driven retention strategies capable of addressing systemic causes of turnover in a sustainable manner.

## Literature Review

This research is grounded in several foundational theories that explain how organizational practices shape employee attitudes and retention outcomes, including Herzberg's Two-Factor Theory, Social Exchange Theory, and Talent Management Theory. These theoretical perspectives provide the conceptual basis for examining how organizational culture, career development, compensation and benefits, and work-life balance influence job satisfaction and intention to stay.

### Organizational Culture

Organizational culture is generally understood as a system of shared values, beliefs, and norms that guide how individuals behave within an organization (Sabri et al., 2011; Akpa et al., 2021; Ramli et al., 2026), functioning as both its personality and structural foundation (Schneider, 1983; Desatnic et al., 1986; Gutkinecht & Miller, 1990). A positive organizational culture promotes trust, collaboration, open communication, and mutual support, reinforcing employee motivation and engagement (Wallach, 1983; Zammuto & Krakower, 1991), while weak cultures characterized by limited transparency and lack of trust can diminish morale and hinder performance (McHugh et al., 1993). Recent research identifies two principal dimensions of culture: managerial culture, which reflects leadership behavior, role-modeling, support, and empowerment, and employee-related culture, which encompasses interpersonal trust, teamwork, feedback, and collegial respect (Sabri et al., 2011; Nassani et al., 2024). A supportive managerial culture fosters learning and growth, whereas a strong employee culture encourages idea-sharing and belongingness. Nassani et al. (2024) further assert that a supportive workplace culture strengthens psychological connection between employees and their organization, while Lee et al. (2023) note that cultural norms contribute to emotional responses and job satisfaction. Overall, organizational culture shapes the social and psychological environment of work, cultivating trust, cooperation, and attachment, which ultimately influence employee satisfaction and retention.

### Career Development

Career development refers to an intentional organizational effort to support employees' professional growth through training, learning opportunities, mentorship, and clear pathways for progression (Ntinda et al., 2026; Maluka & Mulaudzi, 2026; Jones et al., 2026). When advancement prospects are transparent and supported by fair performance evaluations, employees tend to feel valued, become more motivated, and show higher commitment to remaining with the organization (Kumar, 2022; Biron & Boon, 2013). At the same time, employees also engage in self-directed career behaviors, actively seeking skill acquisition and growth opportunities that align with their personal aspirations (Dries & Pepermans, 2008; Parveen & Khalid, 2026; Markman et al., 2026). Thus, career development functions as a shared responsibility between organizational systems and individual initiative. Effective career development enhances job satisfaction, strengthens emotional attachment to the organization, and helps retain talented individuals, whereas limited prospects for growth increase disengagement and turnover intentions (Walsh & Taylor, 2007; Lee et al., 2023).

### Compensation and Benefits

Compensation and benefits encompass financial and non-financial rewards received by employees and remain one of the strongest determinants of motivation and retention (Ghazanfar et al., 2011; Emmanuel et al., 2026; Filsa & Sofiati, 2026). Competitive and fair salary structures, performance-based rewards, and transparent remuneration processes enhance perceived organizational appreciation and internal equity, thereby improving job satisfaction and reducing turnover (Llorens & Stazyk, 2010; Misra et al., 2013). Dissatisfaction with

compensation frequently emerges as a primary reason for resignations, particularly when employees feel undervalued relative to their workload or market benchmarks (Frank et al., 2004). While compensation helps prevent dissatisfaction, it alone cannot sustain long-term engagement, as intrinsic motivators such as achievement and career growth play stronger roles in developing lasting attachment (Herzberg et al., 1959; Price, 1972). Nonetheless, in many organizational contexts, especially among operational or contract-based workers, compensation directly influences satisfaction and intention to stay, indicating that its impact may vary by demographic and employment characteristics (Ayob & Saiyed, 2020; Chiaburu et al., 2022).

### **Work–Life Balance**

Work–life balance refers to an individual’s ability to manage work obligations while sustaining personal, family, and social commitments (Nassani et al., 2024). Organizations commonly support this balance through flexible schedules, leave policies, dependent-care assistance, remote work options, and wellness programs, which help reduce conflict between work demands and personal needs (Orogbu et al., 2015). When employees feel supported in managing both life spheres, they report better psychological well-being, higher organizational attachment, and greater willingness to remain (Nassani et al., 2024). Supportive leadership, clear communication, and autonomy over task execution play important roles in reducing stress and building a sense of belonging. However, work–life balance is context-sensitive, as shown by Erro-Garcés et al. (2022), who note that in flexible or remote work environments the blurring of boundaries may require deliberate efforts to maintain separation between work and personal life.

### **Job Satisfaction**

Job satisfaction is a psychological state reflecting employees’ affective and cognitive evaluation of their work experience, emerging when job conditions, expectations, and organizational treatment align with personal needs and values (Sabri et al., 2011; Hemsworth et al., 2026; Prajadiredja & Cahyadi, 2026). Supportive workplace climates that promote trust, belonging, and respectful relationships strengthen satisfaction by allowing employees to feel valued and connected to their organization (Nassani et al., 2024; Gao & Wang, 2025; Jose & George, 2025). Job satisfaction functions as a mediating mechanism linking organizational factors such as compensation, career development, culture, and managerial support with behavioral outcomes like commitment and intention to stay (Lee et al., 2023). Satisfaction increases when employees perceive fairness in processes, clarity in recognition, and equitable access to development opportunities, which enhances psychological security and organizational loyalty (Kumar, 2022; Jo & Shin, 2025; ). Thus, job satisfaction reflects deeper alignment between employee and organization, shaping both emotional attachment and retention decisions.

### **Intention to Stay**

Intention to stay refers to an employee’s willingness and self-reported likelihood of continuing employment with their current organization into the future, reflecting a form of positive organizational commitment (Kyndt et al., 2009, as cited in Kumar, 2022). It is shaped by employees’ evaluations of their experience, including organizational support, career opportunities, compensation fairness, leadership quality, and workplace environment (Bhatnagar, 2007; Llorens & Stazyk, 2010). Higher satisfaction with these factors strengthens the intention to stay, whereas unmet expectations increase the desire to leave (Ayob & Saiyed, 2020). Lee et al. (2023) conceptualize intention to stay as the inverse of turnover intention and highlight that employees who experience stronger job satisfaction are more likely to remain,

consistent with findings of Chiaburu et al. (2022). As such, intention to stay serves as a strategic HR indicator that links workplace conditions with actual retention outcomes and organizational sustainability.

Previous research consistently demonstrates that organizational culture, career development, compensation, and work–life balance are fundamental organizational factors that shape employee attitudes and behavior, particularly job satisfaction and intention to stay. Studies by Nassani et al. (2024) show that cultures promoting openness, trust, fairness, and collaboration strengthen job satisfaction and retention, supporting the Social Exchange Theory view that supportive environments foster reciprocal employee loyalty. Kumar (2022) further highlights that competitive compensation and clear career development systems play a central role in talent management and significantly enhance retention tendencies. Meanwhile, Lee et al. (2023), drawing on Herzberg’s Two-Factor Theory, emphasize that both intrinsic motivators and extrinsic hygiene factors shape job satisfaction, which then mediates the link between organizational practices and employee retention behavior. Together, these studies justify positioning job satisfaction as the central psychological mechanism through which organizational conditions influence employees’ intention to stay. Building on these insights, the present research conceptualizes organizational culture, career development, compensation and benefits, and work–life balance as antecedents of job satisfaction, which in turn shapes employees’ intention to remain with the organization. By integrating both direct and mediated relationships, this literature review outlines the theoretical foundation and empirical evidence supporting the proposed model and clarifies how organizational practices translate into long-term employee retention.

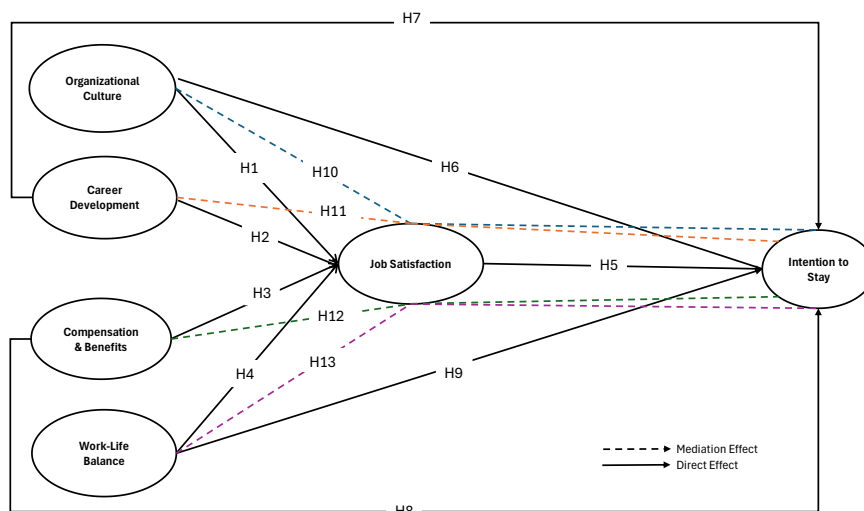


Figure 1. Model of Research

Source: Processed by Researcher (2025)

## Methods

### Sample and Data Collection

The population of this study consists of all active G Group employees at staff level and above as of September 2024 (N = 543), representing the Property (364) and Lifestyle (179) divisions. This population focus excludes non-staff operational workers, as turnover among staff-level and above employees poses higher strategic and cost implications (Kumar, 2022; Lee et al., 2023). Using Slovin’s formula with a 5% margin of error, the minimum sample size required is 230 respondents. Proportionate stratified sampling was applied to ensure representation of

both business sectors, resulting in 154 respondents from Property and 76 from Lifestyle. Data were collected through an online Google Forms questionnaire distributed to eligible employees, using a purposive sampling method to ensure respondents possess relevant organizational knowledge and experience (Hair & Babin, 2018).

### Variable Measurement

This research employs a confirmatory quantitative design to test the causal relationships between organizational culture, career development, compensation and benefits, work–life balance, job satisfaction, and intention to stay at G Group. The model integrates constructs derived from established theories and prior empirical frameworks and is adapted to the characteristics of a dual-sector organization. The study utilizes both exit interview data and a structured employee survey using a five-point Likert scale to obtain primary data from active employees. Six latent constructions were tested using Structural Equation Modelling with the Partial Least Squares method (SEM-PLS) via SmartPLS, which is suitable for non-normal data, predictive models, and moderate sample sizes. The research is causal–explanatory, ex post facto in variable control, cross-sectional in time dimension, and conducted in a natural field setting where data were actively provided by participants. The combined use of primary and secondary data strengthens the interpretation of retention determinants and supports empirical validation of theoretical relationships.

Table 1. Research Variables and Indicators

Variable	Indicators
Work–Life Balance (WLB)	An eight-item scale adapted from Nassani et al. (2024), and Lee et al. (2023)
Career Development (CD)	A five-item scale adapted from Kumar (2022)
Compensation & Benefits (CB)	A six-item scale adapted from Kumar (2022) and Lee et al. (2023)
Organizational Culture (OCM & OCE)	A sixteen-item scale adapted from Nassani et al. (2024)
Job Satisfaction (JS)	A nine-item scale adapted from Nassani et al. (2024)
Intention to Stay (ITS)	A five-item scale adapted from Kumar (2022) and Nassani et al. (2024)

### Research Procedure

The research instrument underwent a three-stage preparation consisting of a readability review, pilot test, and statistical validation. The initial readability check with three qualified employees led to the refinement of 11 items for improved clarity. A pilot test involving 30 respondents was then conducted to evaluate validity and reliability. The validity assessment using KMO and Bartlett’s test confirmed sampling adequacy ( $KMO = 0.693–0.810 > 0.50$ ) and significant item correlations ( $Sig. < 0.05$ ), indicating that all constructs were suitable for analysis. Reliability testing using Cronbach’s Alpha showed that all variables exceeded the minimum threshold of 0.70, demonstrating strong internal consistency, with the lowest reliability coefficient at 0.716 and the highest at 0.898. These results confirm that the questionnaire is both valid and reliable for use in the main survey.

### Results and Discussion

The demographic analysis shows that respondents are predominantly male (64%), mostly aged 20–40, and largely hold a Bachelor’s degree, with the majority having 1–5 years of service and representing both property and lifestyle divisions, illustrating a young, professionally trained

workforce with diverse functional backgrounds. Descriptive statistics indicate generally positive perceptions across variables, with most falling in the “Agree” range, although variations emerged across dimensions. Convergent and discriminant validity tests were conducted in multiple stages; indicators with insufficient loading, AVE, or discriminant distinction were removed, resulting in a refined model of 33 valid items. Reliability results showed high internal consistency for all constructs, with Cronbach’s Alpha > 0.7. The structural model demonstrated acceptable levels of multicollinearity (VIF < 5), strong explanatory power ( $R^2 = 0.723$  for Job Satisfaction and 0.612 for Intention to Stay), and meaningful effect sizes (Career Development and Organizational Culture moderately affecting Job Satisfaction, Job Satisfaction moderately affecting Intention to Stay). The predictive relevance test ( $Q^2$ ) further confirmed the model’s robustness (JS = 0.459; ITS = 0.381), indicating strong predictive capability of the organizational variables toward Job Satisfaction and Intention to Stay.

The results of the direct effect test indicate that Compensation & Benefits significantly influence both Job Satisfaction ( $p = 0.001$ ) and Intention to Stay ( $p = 0.014$ ), confirming its role as both a motivational and retention factor. Organizational Culture also significantly affects Job Satisfaction ( $p = 0.000$ ) and Intention to Stay ( $p = 0.008$ ), highlighting the importance of a supportive work environment in strengthening employee attachment. Career Development significantly enhances Job Satisfaction ( $p = 0.000$ ) but does not directly influence Intention to Stay ( $p = 0.472$ ), suggesting that employees view growth opportunities as meaningful internally but not as a sufficient reason to remain. Job Satisfaction itself strongly predicts Intention to Stay ( $p = 0.000$ ), reinforcing its role as a central psychological driver of retention. Meanwhile, Work–Life Balance shows no significant effect on either Job Satisfaction ( $p = 0.052$ ) or Intention to Stay ( $p = 0.132$ ), indicating that in this organizational context, flexibility and balance are not major determinants of employee satisfaction or long-term commitment.

Table 2. Result of Direct Effect Test

Variables	Original sample (O)	T statistics ( O/STDEV )	P values
CB -> ITS	0,173	2,454	0,014
CB -> JS	0,200	3,191	0,001
CD -> ITS	-0,051	0,720	0,472
CD -> JS	0,405	6,566	0,000
JS -> ITS	0,472	5,210	0,000
OC -> ITS	0,227	2,670	0,008
OC -> JS	0,321	5,301	0,000
WLB -> ITS	0,073	1,506	0,132
WLB -> JS	0,073	1,941	0,052

The indirect effect analysis confirms that Job Satisfaction functions as a significant mediator for most organizational factors influencing Intention to Stay. Organizational Culture, Career Development, and Compensation & Benefits each show significant indirect effects on retention through Job Satisfaction ( $p = 0.000$ ,  $p = 0.000$ , and  $p = 0.005$  respectively), indicating that these factors enhance employees’ intention to remain primarily by increasing their satisfaction at work. In contrast, Work–Life Balance does not exhibit a significant indirect effect ( $p = 0.074$ ), showing that it neither improves job satisfaction nor strengthens retention through this pathway. Overall, the findings highlight that Job Satisfaction is the key psychological mechanism translating positive cultural, developmental, and compensation-related conditions

into stronger employee commitment, while work–life balance does not meaningfully contribute to this mediating process.

Table 3. Result of Indirect Effect Test

	<b>Original sample (O)</b>	<b>Sample mean (M)</b>	<b>Standard deviation (STDEV)</b>	<b>T statistics ( O/STDEV )</b>	<b>P values</b>
OC -> JS -> ITS	0,151	0,151	0,036	4,215	0,000
WLB -> JS -> ITS	0,034	0,035	0,019	1,787	0,073
CB -> JS -> ITS	0,094	0,095	0,034	2,813	0,005
CD -> JS -> ITS	0,191	0,190	0,053	3,577	0,000

This research examined how organizational culture, career development, compensation and benefits, and work–life balance influence job satisfaction and intention to stay at G Group. The analysis shows that organizational culture, compensation and benefits, and job satisfaction significantly predict intention to stay, while career development affects retention only indirectly through job satisfaction. Work–life balance, although rated positively, does not significantly influence either job satisfaction or retention. Job satisfaction functions as the core mediating mechanism that strengthens the effects of organizational culture, career development, and compensation on employees’ intention to stay. These patterns align with Social Exchange Theory (Blau, 1964), which explains that employees interpret supportive leadership, collaborative culture, and fair rewards as organizational investment and reciprocate with loyalty. Meanwhile, work–life balance practices are perceived largely as basic entitlements rather than discretionary organizational support, limiting their psychological impact on satisfaction and retention. Herzberg’s Two-Factor Theory (1959) further clarifies the dynamics: organizational culture and career development act as motivators that enhance intrinsic satisfaction, while compensation operates as a hygiene factor that stabilizes satisfaction by preventing dissatisfaction. Work–life balance, being operational and policy-driven, also functions as a hygiene factor that maintains baseline expectations but does not generate retention motivation. Talent Management Theory (Kumar, 2022; Collings & Mellahi, 2009) supports these interpretations by highlighting that development increases satisfaction but influences retention only when employees perceive clear, long-term growth pathways—something not yet fully established at G Group.

The findings support and refine previous literature on employee satisfaction and retention. Organizational culture was found to significantly influence both satisfaction and intention to stay, consistent with Sabri et al. (2011) and Nassani et al. (2024), who emphasize that trust-based, collaborative cultures strengthen positive employee attitudes. This aligns with SET, whereby employees reciprocate perceived support with commitment and reduced turnover intention (Cook & Rice, 2003). Job satisfaction mediates the culture–retention relationship, consistent with research showing satisfaction as the attitudinal link between workplace conditions and retention decisions (Tett & Meyer, 1993). Career development significantly enhances job satisfaction but does not directly affect intention to stay, partially supporting Talent Management Theory, which stresses that development strengthens commitment only when linked to visible career pathways. In contexts with many contract-based employees, as at G Group, development increases satisfaction but does not anchor long-term retention, a pattern also observed in sectors with high mobility. Compensation and benefits significantly influence

both satisfaction and intention to stay, reinforcing findings by Torquati et al. (2007) and Gazi et al. (2024), and aligning with Herzberg's categorization of compensation as a hygiene factor essential for stability. Conversely, the non-significant effect of work-life balance refines prior literature (Erro-Garcés et al., 2022) by showing that in high-demand, shift-based environments, Work-life Balance is viewed as a basic expectation rather than a source of satisfaction or retention. Across the model, job satisfaction emerges as the central mechanism translating organizational conditions into retention outcomes, confirming its role as a key predictor of commitment within the frameworks of Herzberg, SET, and Talent Management Theory.

## **Conclusion**

This study concludes that organizational culture, compensation and benefits, and job satisfaction are the strongest determinants of employees' intention to stay at G Group, while career development influences retention only indirectly through job satisfaction. Work-life balance showed no significant effect, indicating that employees perceive Work-Life Balance policies as basic entitlements rather than meaningful organizational support. Job satisfaction emerged as the central psychological mechanism linking organizational practices to retention, aligning with Social Exchange Theory, Herzberg's Two-Factor Theory, and Talent Management Theory. These findings highlight that supportive culture, fair rewards, and meaningful development opportunities shape positive attitudes, but their effectiveness depends on employees' perception of long-term security and organizational investment.

## **Theoretical Implications**

This study reinforces Herzberg's Two-Factor Theory, showing that culture and career development act as motivators that elevate satisfaction, while compensation and work-life balance function as hygiene factors. The results also support Social Exchange Theory, indicating that supportive leadership and fair rewards strengthen satisfaction and retention. In line with Talent Management Theory, career development enhances satisfaction but influences retention only when long-term career pathways are visible. Overall, job satisfaction emerges as the key psychological mechanism linking organizational practices to employee retention.

## **Managerial Implications**

The results suggest several strategic actions for G Group. First, strengthening organizational culture, particularly leadership quality, communication, and teamwork, should be a priority, as culture has the strongest and most consistent impact on satisfaction and retention. Second, compensation systems require transparent communication and regular benchmarking to maintain fairness and competitiveness. Third, career development should be formalized through structured pathways, competency maps, and developmental performance appraisals to convert satisfaction into long-term commitment. Fourth, improving work-life balance requires operational solutions such as balanced shift scheduling, realistic workload distribution, and adequate staffing rather than policy adjustments alone. Finally, retention strategies should be segmented: contract employees respond more to stability and compensation, while permanent employees value development, leadership support, and cultural alignment. Coordinating these initiatives holistically will enhance job satisfaction and strengthen retention across the organization.

## **Limitations of the study**

This study has several limitations. First, the researcher's dual role as an HR employee may have influenced respondents' perceptions and introduced bias. Second, the analysis did not distinguish between business units, employment status, or job levels, potentially masking important subgroup differences. Third, the cross-sectional design limits causal interpretation

and does not capture changes over time. Fourth, the use of self-reported data may be affected by social desirability bias. Finally, the model included only four organizational variables, leaving out other relevant predictors such as leadership style, workload, organizational justice, or external labor market conditions.

Future studies could use longitudinal designs to observe how satisfaction and retention evolve over time. Researchers should also segment samples by business unit, job level, or employment status to uncover more specific retention dynamics. Additional variables such as leadership style, psychological safety, workload, and burnout should be incorporated to enrich explanatory power. Mixed-method approaches, combining surveys with interviews, would provide deeper insights into how employees experience HR practices in daily operations. Including objective behavioral indicators (turnover data, absenteeism, performance) may improve validity. Finally, comparative studies across similar industries would clarify whether these findings reflect G Group's unique context or broader sector patterns.

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