
THE EFFECT OF MOTIVATION AND EMPLOYEE WELL-BEING ON EMPLOYEE RETENTION AT THE CIREBON BRANCH BULOG

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Abstract

Employee retention has become a critical issue in public sector organizations due to increasing workforce mobility and organizational restructuring, making it important to understand key factors that influence employees' willingness to continue working within an organization. This study investigates the impact of motivation and employee well-being on employee retention at Perum BULOG Cirebon Branch. A quantitative research method with a causal associative design was applied, involving all 66 employees as respondents using a saturated sampling technique. Data were obtained using structured questionnaires and subsequently analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS software. The findings demonstrate that the measurement model satisfies the requirement of convergent validity, discriminant validity, and reliability, as indicated by acceptable outer loading values, Average Variance Extracted (AVE), Cronbach's alpha, and composite reliability exceeding the recommended thresholds. Structural model analysis reveals that motivation and employee well-being simultaneously explain 50.5% of the variance in employee retention and demonstrate adequate predictive relevance. Hypothesis testing shows that motivation exerts a positive and significant influence on employee retention, while employee well-being also has a positive and significant effect with a stronger influence. These findings confirm that both motivation and employee well-being are essential determinants in strengthening employee retention within public sector organizations.

Keywords: Motivation, Employee Well-being, Employee Retention, Public Sector

INTRODUCTION

The human resource (HR) factors have become an even more pressing concern in the recent past due to the sheer force of the digitalization, structural change in the organization, and socio-economic volatility, which dictates the need to make both the government and the corporations more responsive and efficient. A recent study by Gelencsér et al. (2023) that has been published on a global scale demonstrates the importance of effective human resource management being one of the pillars of organizational competitiveness in the face of global uncertainty. However, the amount of literature, which directly concerns the topic of motivation, employee Well-being, and employee retention in strategic organizations of the public sector in Indonesia, like Perum BULOG (Perusahaan Umum Badan Urusan Logistik) is scarce and requires more detailed empirical research.

The problem is especially acute in the context of the staff of Perum BULOG Cirebon Branch, as the specifications of the national labor market and internal company conditions are established that suggest high difficulties during the process of the preservation of human resources. The alteration in the employment structure in Indonesia according to the report by the Statistics Indonesia (BPS, 2024), indicates rising labor mobility, which is why employee retention is now a serious concern in different industry sectors. According to the internal BULOG data, the number of permanent employees has decreased by 48 to 42 individuals in 2023-2025 and the number of outsourced workers has grown significantly (9 to 24 individuals). Such circumstances suggest that BULOG is experiencing difficulties in the stability of the workforce, which means that the organization will have to ensure high rates of employee motivation and proper Well-being to prompt the staff to stay longer.

Within the framework of work motivation, Bandhu et al. (2024) mention that motivation is defined as dynamic forces that cause work-specific behavior and dictate its type, orientation, strength, and length. This definition means that motivation is a mixture of both internal and external factors that make people engaged in active working and consistent in their performance in an organization. The results of Ganguli & Padhy (2023) support the opinion that high motivation at the workplace correlates positively with retention of employees. Following this line, Erfan & Bakri (2025) point out the extreme significance of the alignment of intrinsic and extrinsic motivation. Nevertheless, most of the past research has been based mainly on multinational companies or privately owned organizations and this has led to a severe deficit of sources concerning the public-sector business in the context of Indonesia.

In addition to motivation, employee well-being is also very important in retaining a working force. Employee well-being is a holistic view of working conditions and experiences that involves job satisfaction, physical health, mental health, and social relations at the workplace (Pandey et al., 2025). Santos & Lousã (2022) also state that employee Well-being directly influences organizational performance and it is a fundamental part of creating sustainable competitiveness. When it comes to organisations like Perum BULOG, where the overall performance of the employees directly impacts the overall delivery of the public-services, employee well-being enhancement becomes a strategic need that cannot be disregarded.

High morale and satisfaction among employees increase their loyalty and more frequent delivery by an organization. Nathania & Wijaya (2024) posit that employee retention is a strategic indicator that shows the success of an organization in terms of human

resource commitment. The retention of the employees acts as a gauge of loyalty as well as organizational sustainability. Vasquez (2014) highlights that retention does not only focus on maintaining the employees within an organization, it is rather about a symbiotic relationship that creates a benefit to both the organization as well as the employees. This implies that the effectiveness of retention programs entirely relies on the effectiveness of human resource management strategies adopted such as the manner in which organizations achieve motivation and generate employee well-being.

Various theoretical models and empirical studies suggest motivation and employee well-being have great roles in improving employee retention but there is limited research that shows a simultaneous relation of motivation and employee well-being in the Indonesian public sector. In addition to theoretical and empirical applicability, the study has policy and organizational implications especially considering that the number of permanent employees is on the decrease and reliance on outsourced labour is on the rise in the BULOG Cirebon Branch. These alterations of the workforce structure demand organizations to make a more profound insight into the internal employee factors in order to provide the stability of the performance of the organization. Here, it becomes important to learn how the motivation of employees and their well-being is established, since these two aspects relate directly to psychological attachment and the intentions of individuals to stay in the organisation. This knowledge forms a critical basis in helping organizations to maintain a strong workforce.

It follows that the study will be placed in an appropriate position to tackle real-world challenges of employee retention in BULOG in order to fill the gap in the research regarding motivation and employee well-being in the context of organizations in the public sector and offer empirical evidence that can be used in developing strategic policies within human resource management. The study is applicable in facilitating the operational sustainability of BULOG by enhancing the human resources as the main pillar of organizational success to guarantee national food security.

It is on these grounds that this research proposal fulfills the research deficiency of employee retention in the Indonesian public-sector organizations. In particular, the research questions that this study will be looking at include the motivation as a factor in employee retention, employee well-being as a factor in employee retention and the potential for the simultaneous high impact of motivation and employee well-being on employee retention among Perum BULOG Cirebon Branch employees. To this end, this study is aimed at examining the impact of motivation on employee retention, testing the impact of employee well-being on employee retention, and determining the combined impact of motivation and employee well-being on employee retention in Perum BULOG Cirebon Branch to provide empirical evidence to the body of knowledge in human resource management in the sector.

REVIEW OF LITERATURE

Motivation

According to **Mathis (2006)** as cited in Purba et al. (2023), motivation refers to an individual's drive to take action when they possess an internal desire. In most cases, individuals require a certain period of time to initiate actions in order to achieve their goals. An understanding of motivation is essential because it influences performance, responses to rewards or compensation, and various other issues within the field of human resource

management. Given that numerous motivational theories offer their own perspectives and models, multiple approaches can be employed to understand the concept of motivation.

One of the prominent theories explaining work motivation is the **Two-Factor Theory** introduced by **Frederick Herzberg**. As explained by **Herzberg (1966)** in Lundberg et al (2009), work motivation is influenced by two categories of factors, namely intrinsic **growth factors** and extrinsic **hygiene factors**. Growth factors include responsibility, recognition, training, and information. These components are closely associated with job satisfaction and significantly enhance an individual's level of motivation. Conversely, hygiene factors include salary, rewards, and interpersonal relationships.

This study adopts the concept of **growth factors** from Herzberg's theory as referenced in the study by van der Hulst & Zwaal (2024), which encompasses responsibility, recognition, training, and information. The more positive employees' perceptions are toward these intrinsic growth factors, the stronger their motivational drive is expected to be. High levels of motivation are anticipated to increase job satisfaction, which in turn strengthens employees' commitment to remain within the organization. Therefore, this theoretical approach is considered highly relevant for examining how motivational dynamics influence employee retention in public-sector institutions such as **BULOG**.

Employee Well-being

According to **Bekti (2018)** as cited in Syahputra et al. (2025) employee well-being encompasses various aspects that are essential for maintaining and improving employees' quality of life, both within and outside the work environment. These aspects include physical, mental, and emotional health, work-life balance, as well as satisfaction with work and the working environment.

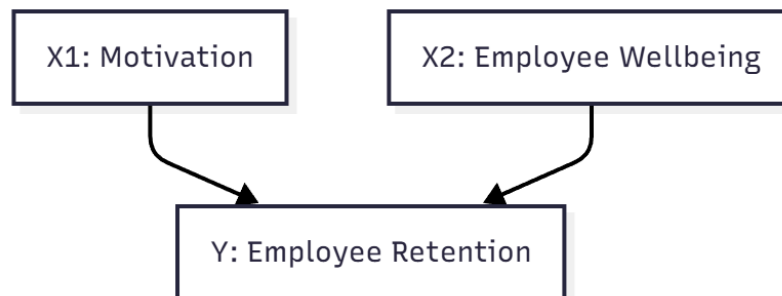
Within **Herzberg's Two-Factor Theory**, employee well-being in this study is associated with elements categorized as **hygiene factors**, which represent basic working conditions that must be fulfilled by organizations to prevent employee dissatisfaction. Employee well-being is therefore regarded as an indicator of the quality of extrinsic hygiene factors related to salary, rewards, and interpersonal relationships.

Accordingly, the employee well-being variable in this study is measured based on employees' perceptions of hygiene-related factors. The quality of employee well-being is assumed to improve as working conditions become more favorable, social interactions remain healthy, and a sense of security is ensured. Research conducted by Jarden et al., (2023) demonstrates that organizations which actively provide social support, create opportunities for personal capacity development, and foster a positive work ecosystem are able to significantly enhance employee well-being. This provides a strong foundation for analyzing the relationship between employee well-being and employee retention within **Perum BULOG Cirebon Branch**.

Employee Retentions

According to **Carsen (2005)** as cited in MS et al. (2022), employee retention refers to management strategies implemented to ensure that competent employees remain with the organization for a predetermined period of time. If an organization seeks to maximize retention, it must ensure that as many employees as possible choose to stay because they genuinely wish to remain with the organization, rather than due to organizational pressure. Employee retention also involves reducing the number of inefficient workers, thereby allowing greater space and resources to be allocated to high-performing employees.

In this study, employee retention is conceptualized as employees' strong intention and tendency to maintain their membership within the organization over the long term. The measurement instrument for employee retention is adapted from Lee et al. (2022), which focuses on employees' intention to remain with the organization. High levels of motivation and well-maintained employee well-being are expected to foster feelings of satisfaction and comfort, which in turn strengthen employees' loyalty to the organization. These indicators are highly relevant as they provide a clear analytical framework for understanding how motivation and employee well-being influence employee retention through intrinsic and extrinsic mechanisms, as well as through supportive work environments, whose validity has been empirically tested across various organizational contexts.



RESEARCH METHOD

Research Design

This research adopted a **quantitative methodology using a causal associative framework to investigate how motivation and employee well-being influence employee retention**. The quantitative approach enables researchers to analyze relationships between variables by processing numerical data through statistical technique. As stated by Sugiyono (2014), quantitative methods are appropriate for identifying correlations and causal relationships between research variables.

Partial Least Squares–Structural Equation Modeling (PLS-SEM), was employed as the analytical technique in this study. This method was selected due to its ability to accommodate complex models involving reflective and formative constructs, its suitability for relatively small sample sizes, and its flexibility regarding data distribution requirements. Hair et al. (2017), PLS-SEM is effective for analyzing complex causal relationships and is widely used for predictive and explanatory research purposes.

Population and Sample

The study was conducted at **Perum BULOG Cirebon Branch**. The population consisted of all employees working at the organization, totaling **66 individuals**. Given that the population size was limited, a census or total sampling method was applied, whereby the entire population participated as research respondents.

Data Collection Technique

Data collection was carried out through an online **questionnaire distributed using Google Form**. Participation was voluntary, and informed consent was obtained before the questionnaire was completed. This study has also received ethical approval from the relevant institution. The questionnaire items were developed based on indicators of each research variable, Motivation and employee Well-being were measured as independent variables, while employee retention served as the dependent variable.

Research Instruments

The research instrument is an adaptation of a standardized scale that has been validated in previous studies. The motivation Sharing variable is measured using 12 items adapted from Lundberg et al., 2009. Employee well-being is measured using 3 items from Lundberg et al., 2009. Employee retention using 3 item from Lee et al., 2022. Each item is rated on a 5 point Likert scale from 1 (strongly disagree) to 5 (strongly agree). Validity testing was conducted through Confirmatory Factor Analysis (CFA) to ensure convergent and discriminant validity. Composite Reliability (CR) values above 0.70 and Average Variance Extracted (AVE) above 0.50 indicate good internal consistency. Discriminant validity testing was conducted using the HTMT ratio (Hair et al., 2019). The Cronbach's Alpha values of all constructs were also above the minimum threshold of 0.70.

Data Analysis Techniques

Data analysis was performed using **SmartPLS software**. The analysis process involved descriptive analysis, assessment of the measurement model through test of convergent validity, discriminant validity, and reliability, as well as assessment of the **inner model** using the coefficient of determination (R^2), effect size (f^2), and predictive relevance (Q^2). Hypothesis testing was conducted using the **bootstrapping method**, with statistical significance indicated by t-statistic values exceeding 1.96 and p-values below 0.05. This analytical approach was selected due to its robustness in examining causal relationships among variables, even when sample sizes are limited and data distribution assumptions are not strictly met.

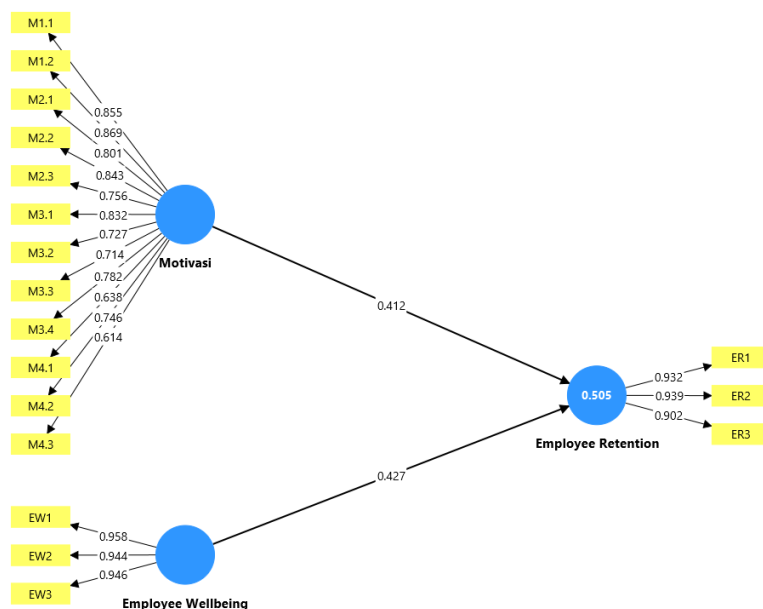
RESULTS AND DISCUSSION

Respondents' Demographics

Table 1. Demographic Results of Participants (N=66)

Classification	Item	F	%
Gender	Female	16	75,8
	Male	50	24,2
Age	45-61	9	13,64
	30-44	28	42,42
	≤ 29	29	43,94
Years of Service	1-5 Years	41	62,1
	6-10 Years	25	37,9
Total		66	100

Measurement Model Evaluation (Outer Model)



Convergent Validity Test

Outer loading values are one way to evaluate convergent validity. The validity of an indicator is determined by its outer loading value reaching ≥ 0.7 . However, if the outer loading value is less than or equal to 0.7, the indicator is considered invalid.

Table 1. Outer Loading Value on Each Construct

	Employee Retention (Y)	Employee Well-being (X2)	Motivation (X1)	Indications
ER1	0.932			Valid
ER2	0.939			Valid
ER3	0.902			Valid
EW1		0.958		Valid
EW2		0.944		Valid
EW3		0.946		Valid
M1.1			0.855	Valid
M1.2			0.869	Valid
M2.1			0.801	Valid
M2.2			0.843	Valid
M2.3			0.756	Valid
M3.1			0.832	Valid
M3.2			0.727	Valid
M3.3			0.714	Valid
M3.4			0.782	Valid
M4.1			0.638	Valid
M4.2			0.746	Valid
M4.3			0.614	Valid

The results of convergent validity testing show that most indicators have outer loading values above 0.70, indicating that these indicators are able to represent latent variables well. However, there are two indicators in the Motivation variable, namely M4.1 (0.638) and M4.3 (0.614), which have outer loading values below the ideal limit of 0.70. Referring to Hair et al. (2017), indicators with outer loading values between 0.40 and 0.70 can still be considered for retention if the AVE and Composite Reliability values of the construct meet the criteria, so that these indicators are not immediately eliminated.

Average Varians Extracted (AVE)

AVE is used to evaluate how well latent variables explain the variation in the indicators being measured. According to (Sihombing et al., 2024), an AVE value exceeding 0.5 indicates strong convergent validity of the latent variables.

Table 2. Average Variance Extracted (AVE) Value

Variable	Average variance extracted (AVE)
Employee retention	0.854
Employee well-being	0.901
Motivation	0.591

Discriminant Validity

Discriminant validity testing was conducted using the Heterotrait–Monotrait Ratio (HTMT) method.

Table 3. Discriminant Validity Result based on HTMT

	Employee retention	Employee well-being	Motivation
Employee retention			
Employee well-being	0.648		
Motivation	0.596	0.437	

Discriminant validity analysis through HTMT shows that all construct values are below the maximum threshold of 0.90. This achievement is consistent with the recommendation of Hair et al. (2019), which states that HTMT values below this number are evidence of discriminant validity. Thus, it can be concluded that all constructs in this study have good discriminant validity, so that each construct is able to explain different concepts.

Reliability Test

Reliability testing is used to assess the degree of consistency and reliability of measurement instruments. This evaluation process relies on two main metrics, namely Cronbach's Alpha and Composite Reliability. These two methods play a role in helping to ensure that the indicators used are able to represent the construct being studied in a stable and consistent manner.

Cronbach's Alpha (CA)

The internal consistency of an indicator of a construct is evaluated using Cronbach's Alpha (Sihombing et al., 2024), which states that > 0.70 indicates a good level of reliability.

Table 4. Cronbach's Alpha value of each construct

Variable	Cronbach's alpha
Employee retention	0.915

Employee well-being	0.945
Motivation	0.937

In Table 4, all variables have a Cronbach's Alpha value of 0.7, indicating that the indicators used to measure these variables have good internal consistency. No variable has a value below the minimum limit, so all constructs can be declared “reliable and suitable for use in research.”

Composite Reliability (CR)

Hair et al. (2019) state that a construct is considered reliable if it has a composite reliability value ≥ 0.70 .

Table 5. Composite Reliability value of each construct

Variable	Composite reliability (rho_c)
Employee retention	0.946
Employee well-being	0.965
Motivation	0.945

The test results show that all constructs have a composite reliability value above 0.70. Thus, all constructs in this study are declared reliable and capable of measuring latent variables consistently.

Structural Model Testing (Inner Model)

R-Square (R^2)

Table 6. Coefficient Of Determination (R^2)

	R-square
Employee retention	0.505

The results of structural model testing show that the R-square value for the Employee Retention variable is 0.505, indicating that Employee Well-being and Motivation simultaneously explain 50.5% of the variation in Employee Retention. According to Hair et al. (2017), this R-square value is classified as moderate, meaning that the model is considered to have good explanatory power.

Effect Size (F^2)

	Employee retention	Employee well-being	Motivation
Employee retention			
Employee well-being	0.299		
Motivation	0.278		

The effect size (F^2) test results show that employee welfare (0.299) and motivation (0.278) have a moderate effect on employee retention. This is in line with the criteria (Cohen, 1988), which states that an F^2 value above 0.15 is classified as moderate, meaning that both variables make a significant contribution to explaining the employee retention variable.

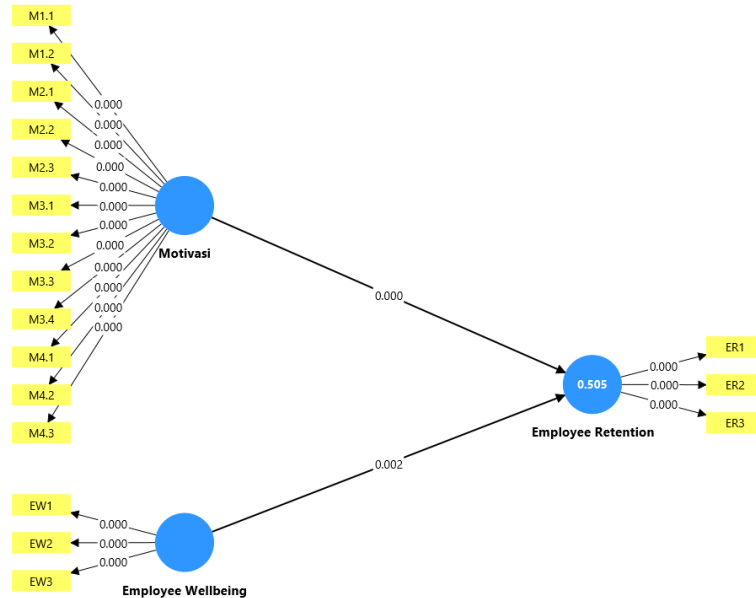
Q-square (Predictive Relevance)

	Q ² predict
ER1	0.392
ER2	0.407

ER3	0.317
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According to Hair et al. (2017), a Q^2 predict value greater than zero indicates that the model has predictive relevance. The test results show that all Q^2 Predict values for the Employee Retention variable are greater than zero, so the model is declared to have good predictive ability.

Hypothesis Test



A higher path coefficient value indicates a stronger influence, both positive and negative. The t-statistics and p-values were obtained through the bootstrapping procedure in SmartPLS. The hypothesis is considered significant if the t-statistics > 1.96 and p-value < 0.05 at a 5% significance level (Hair et al., 2017).

Table 7. Bootstrapping Test Result

Hypothesis	Variable	Path Coefficient	T statistics	P values
H2	Employee Well-being (X2) -> Employee Retention (Y)	0.427	3.171	0.002
H1	Motivation (X1) -> Employee Retention (Y)	0.412	3.764	0.000

The bootstrapping test results can be formulated into hypotheses, namely:

H1: Motivation has a significant effect on employee retention.

H2: Employee welfare has a significant effect on employee retention.

H3: Motivation and employee welfare simultaneously affect employee retention.

Motivation (X1) -> Employee Retention (Y)

The analysis of the relationship between Motivation and Employee Retention indicated a t-statistic value of 3.764 (> 1.96) and a p-value of 0.000 (< 0.05). Based on these results (H1) is accepted, demonstrating that motivation exerts a positive and statistically significant influence on Employee Retention. This result suggests that higher levels of

employee motivation are associated with a stronger intention among employees to remain with the organization.

Employee Well-being (X2) -> Employee Retention (Y)

Employee Well-being had a t-statistic value of 3.171 (> 1.96) and a p-value of 0.002 (< 0.05). Therefore, (H2) is accepted, indicating that employee Well-being has a positive and significant effect on employee retention. These results confirm that good employee Well-being conditions contribute substantially to increasing employee retention.

CONCLUSION

The statistical analysis conducted on employees of **Perum BULOG Cirebon Branch** confirms that **motivation** has a positive and significant effect on **employee retention**, as indicated by a path coefficient of 0.412, a t-statistic of 3.764 (> 1.96), and a p-value of 0.000 (< 0.05). These results support the acceptance of the first hypothesis (H1). This finding suggests that stronger motivational drives lead to higher intentions among employees to remain in the organization. In this study, motivation is conceptualized based on the intrinsic growth factors of **Herzberg's Two-Factor Theory**, including responsibility, recognition, training, and information, which have been empirically shown to enhance job satisfaction and organizational commitment. These results are consistent with prior studies by **Lee et al. (2022)**, **Ganguli and Padhy (2023)**, and **Lim (2024)**, which emphasize motivation as a critical determinant of employee retention, particularly in strategic public-sector organizations such as BULOG, where motivation is closely linked to employees' sense of ownership, dedication, and long-term contribution.

Furthermore, the results demonstrate that **employee Well-being** has a positive and significant influence on employee retention, as evidenced by a path coefficient of 0.427, a t-statistic of 3.171 (> 1.96), and a p-value of 0.002 (< 0.05), thereby supporting the second hypothesis (H2). Employee Well-being, measured through Herzberg's extrinsic hygiene factors such as salary, reward systems, and interpersonal relationships, emerged as the dominant factor influencing employees' decisions to remain with the organization. Structural model testing further reveals that motivation and employee Well-being simultaneously explain **50.5% of the variance in employee retention** ($R^2 = 0.505$), with moderate effect sizes (f^2) for both variables and satisfactory predictive relevance ($Q^2 > 0$). These findings reinforce Herzberg's Two-Factor Theory by demonstrating that a balanced and simultaneous management of intrinsic motivation and extrinsic Well-being is essential for strengthening employee retention. Consequently, this study concludes that retention strategies at **Perum BULOG Cirebon Branch** should not rely solely on intrinsic motivational factors but must also prioritize employee Well-being to ensure workforce stability and support sustainable organizational performance in the public sector.

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