

The Influence of Motivator Factors and Hygiene Factors on Job Satisfaction and Intention to Stay of Employees between the Directorate General of the Ministry of Trade

Muhammad Afief Amrullah, Yasmine Nasution, M.App.Comm.
Universitas Indonesia, Indonesia

*Corresponding Author: afiefamrullah29@gmail.com, yasmine73@ui.ac.id

ABSTRACT

The high level of job dissatisfaction and differences in intention to stay among employees in various directorates of the Ministry of Trade indicate the need for an in-depth analysis of the factors that influence job satisfaction and employee retention, especially in the context of the complex public sector. This study aims to analyze the factors that influence job satisfaction and intention to stay among State Civil Apparatus (Aparatur Sipil Negara, ASN) in the Ministry of Trade of the Republic of Indonesia. Using a quantitative approach and survey method, this study integrates Herzberg's Two-Factor Theory (Motivator Factors and Hygiene Factors) to explain the dynamics of employee retention. The variables studied include motivator factors, compensation systems, work-life balance, company culture, supervisors/management, job satisfaction, and intention to stay. Data were collected through questionnaires distributed to 226 ASN respondents in various work units of the Ministry of Trade. Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) to test the relationships between variables. Of the total 16 hypotheses analyzed, 9 were supported in this study. This study found that motivator factors, work-life balance, corporate culture, and supervisor/management significantly increase job satisfaction, which in turn, together with work-life balance, directly increases the intention to stay. Furthermore, job satisfaction is proven to mediate the influence of motivator factors, work-life balance, and supervisor/management on the intention to stay. These findings provide practical implications for human resource management in the Ministry of Trade, especially in designing strategies to improve employee retention through increased job satisfaction.

KEYWORDS Job satisfaction, intention to stay, civil servants, Herzberg's two-factor theory



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INTRODUCTION

Job satisfaction is a key element in the success of human resource management, both in the public and private sectors (Andrade & Westover, 2023). Based on the Asia Pacific Workforce Hopes and Fears Survey 2024 report, Indonesia occupies the top position in terms of job satisfaction in the Asia Pacific region. The job satisfaction rate in Indonesia increased from 75% in 2023 to 84% in 2024, reflecting a positive trend in the domestic labor market. This rate far exceeds the global average (60%) and the Asia Pacific average (62%) in the same year. This reflects a positive perception of working conditions in Indonesia, especially in certain sectors, which shows that HR management in these sectors is successful in creating a satisfactory work environment.

Although this survey describes high job satisfaction in aggregate, the reality in Indonesia's public sector does not necessarily reflect this trend. Based on a survey conducted by anonymous researchers within the Ministry of Trade, it was found that there is still high job dissatisfaction felt by employees. Dissatisfaction mainly arises due to the lack of facilitation of non-financial rewards, limited opportunities for promotion, and late payment of employee rights. In fact, job satisfaction and employee retention are crucial issues in public sector organizations, especially in the Ministry of Trade, where employees who feel valued and have opportunities to develop tend to show greater loyalty and dedication to government agencies (Hermawan, 2019). Optimal organizational performance relies heavily on employees feeling satisfied with their work environment, motivating them to give their best. In addition, the challenge of retaining competent employees (*intention to stay*) is a top priority, in the face of the dynamics of change and increasingly high performance demands in the public sector (Widia & Rusdianti, 2018; Purnamarini, 2021).

Research shows that the higher the level of job satisfaction felt by employees, the more likely they are to stay at their company (Martadiani et al., 2022). This is because employees who feel satisfied with their work tend to have a stronger commitment to the organization (Weng et al., 2023). For example, aspects such as a sense of recognition, career development, and good working conditions strengthen this relationship (Martadiani et al., 2022). Dissatisfaction, on the other hand, can trigger thoughts of leaving the organization, suggesting that maintaining job satisfaction is vital to increasing employees' *intention to stay* (Weng et al., 2023). Thus, understanding the factors that affect job satisfaction becomes essential in human resource management strategies, especially in the public sector, to ensure organizational stability and productivity (Halter et al., 2017). The emphasis on developing strategies that can increase job satisfaction will directly contribute to enhancing employees' *intention to stay* in the organization.

In the conditions occurring at the Ministry of Trade, job satisfaction is significantly influenced by motivator factors and hygiene factors. Motivator factors—including responsibility, advancement, and the work itself—serve to encourage a deeper sense of satisfaction among employees, as they give meaning and value to the work undertaken (Nagpaul et al., 2022). On the other hand, hygiene factors, such as the compensation system, work-life balance, company culture, and management, are important to creating an environment free from dissatisfaction (Lee et al., 2023). Although hygiene factors do not directly increase job satisfaction, they are indispensable to preventing dissatisfaction that can disrupt employee motivation and negatively impact their *intention to stay* in the organization (Kawiana et al., 2020). An effective combination of these two types of factors will make a significant contribution to the formation of a positive work climate and increase employee loyalty, ultimately supporting the organization's goal of retaining valuable human resources (Thant, 2023).

Motivator factors contribute to increased job satisfaction, which in turn creates employee loyalty to the organization (Colin-Chevalier et al., 2024). A fair and competitive compensation system is also very important because employees who feel financially rewarded will be more likely to stay with their company (Cho et al., 2020). Furthermore, a good work-life balance helps employees feel supported by the organization to meet their personal and professional needs, thereby increasing overall satisfaction (Kumaladewi et al., 2024). In addition, a positive company culture creates a supportive and inclusive work environment, while management that pays attention to the well-being of employees can strengthen their commitment to the organization (Jabata et al., 2023). Therefore, by

managing these factors effectively, organizations can increase employee job satisfaction and create a strong reason for them to stay, thus helping to achieve better stability and performance in the work environment.

Herzberg's Two-Factor Theory (Motivator-Hygiene) is used as a theoretical framework to understand how intrinsic and extrinsic factors affect ASN job satisfaction (Bataineh, 2019). This research contributes to the literature by replicating and modifying the theory in the context of civil servants in the government sector, which was previously more focused on the private sector (Mwakasangula & Mwita, 2021). The ASN referred to in this study are those who work at the Ministry of Trade, including Civil Servants (PNS), Government Employees with Employment Agreements (PPPK), and honorary staff of various backgrounds, job levels, and work experience, with a strategic role in ensuring the smooth running of public services.

Although a number of previous studies have shown a link between motivator-hygiene factors and an organization's *intention to stay*, there is still little research that addresses this in multiple units of an organization. Most research tends to focus on the organization as a whole without considering how these factors vary between different units within the same institution. Therefore, this study aims to fill this gap by analyzing the influence of motivator-hygiene factors on employee retention between directorates in the Ministry of Trade. This approach is expected to make a significant contribution to human resource management in the public sector.

The gap in *intention to stay* across various directorates within the Ministry of Trade is becoming an increasingly important issue, considering that even though civil servants work in one organization, they display different levels of commitment and job satisfaction, influenced by factors such as motivator factors, compensation system, work-life balance, company culture, management, and job satisfaction. This gap has the potential to disrupt organizational stability and overall performance of the Ministry of Trade, so it is important to analyze the factors that affect these differences in order to design a more effective HR management strategy to increase the retention and job satisfaction of ASN. This study aims to explore the influence of motivator factors, compensation system, work-life balance, company culture, and management on the job satisfaction of ASN, as well as their impact on *intention to stay*, including the role of job satisfaction as a mediating factor in these relationships. This research contribution not only enriches the literature by developing Herzberg's Hygiene Motivator Theory in the context of civil servants in the government sector, but also provides practical recommendations to improve human resource management, which is expected to increase productivity, retention, organizational efficiency, civil servants' welfare, and the quality of public services.

METHOD

This study adopts and develops a model based on Herzberg's Two Factors theory to analyze the factors that affect job satisfaction and intention to stay, with reference to previous studies such as by Nagpaul et al. (2022), Lee et al. (2023), and Im & Koh (2023). Through a quantitative approach and a survey method with purposive sampling, this study aims to collect data from the State Civil Apparatus (ASN) at the Ministry of Trade with a questionnaire designed to measure motivator factors, hygiene factors, job satisfaction, and intention to stay. Primary data was collected through preliminary surveys and questionnaires that used the Likert scale to ensure the relevance and reliability of the instruments. The analysis method included validity and reliability tests using

Confirmatory Factor Analysis (CFA) as well as descriptive analysis to describe the characteristics of respondents. Furthermore, Structural Equation Modelling (SEM) was used to test the causal relationships between variables, with SmartPLS 4 software to evaluate the validity and strength of the hypothesized relationships. This research is expected to provide comprehensive insights into the factors that affect employee retention at the Ministry of Trade, as well as formulate effective policy recommendations to increase job satisfaction and reduce gaps between directorates.

RESULTS AND DISCUSSION

Validity Test

Validity is a crucial aspect in evaluating whether a research instrument accurately measures the intended construct. In this study, several methods were used to test the validity. First, the Convergent Validity Test is evaluated through Average Variance Extracted (AVE), where an AVE value of ≥ 0.50 is considered adequate. Second, the Fornell-Lacker Criterion is used to assess discriminant validity by comparing the square root of each construct's AVE with the correlation between constructs. Third, the Heterotrait-Monotrait Ratio (HTMT) is also used to test discriminant validity, where an HTMT value of < 0.90 is considered to indicate good discriminant validity. Finally, Cross Loadings are analyzed to ensure that each indicator has a higher load on the construct it is measuring compared to loading on other constructs.

Table 1 Convergent Validity Test Main Test

Variabel	Item	Loading Factor	AVE	Information
<i>Motivator Factors (MF)</i>	R1	0.710	0.506	Valid
	R2	0.716		Valid
	R3	0.247		Invalid
	R4	0.701		Valid
	WI1	0.770		Valid
	WI2	0.722		Valid
	WI3	0.739		Valid
	WI4	0.791		Valid
	ADV1	0.714		Valid
	ADV2	0.807		Valid
<i>Compensation system</i>	ADV3	0.739	0.751	Valid
	CP1	0.890		Valid
	CP2	0.869		Valid
	CP3	0.864		Valid
	CP4	0.857		Valid
<i>Work-life balance</i>	CP5	0.852	0.634	Valid
	WLB1	0.827		Valid
	WLB2	0.826		Valid
	WLB3	0.733		Valid
	CC1	0.844		Valid
	CC1	0.844		Valid

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<i>Company culture</i>	CC2	0.793	0.565	Valid
	CC3	0.777		Valid
	CC4	0.563		Invalid
	SPV1	0.856		Valid
<i>Supervisor/Management</i>	SPV2	0.844	0.656	Valid
	SPV3	0.772		Valid
	SPV4	0.762		Valid
	JS1	0.901		Valid
<i>Job satisfaction</i>	JS2	0.897	0.758	Valid
	JS3	0.881		Valid
	JS4	0.799		Valid
	ITS1	0.910		Valid
<i>Intention to stay</i>	ITS2	0.857	0.723	Valid
	ITS3	0.841		Valid
	ITS4	0.789		Valid

Source: Processed Researcher

Table 1 presents the results of the convergent validity test from the main test, which shows that most constructs meet the convergent validity criteria.

The Average Variance Extracted (AVE) values for all constructs, namely motivator factors (0.506), compensation system (0.751), work-life balance (0.634), company culture (0.565), supervisor/management (0.656), job satisfaction (0.758), and intention to stay (0.723), are above the recommended threshold of 0.50, indicating that these constructs adequately explain the variance in their indicators. Item R3 of the construct motivator factors and item CC4 of the construct company culture had a low loading factor (0.247 for R3 and 0.563 for CC4), which suggests that these items did not strongly correlate with the latent construct they measured, therefore the researcher made the decision to remove these items. With the elimination of these items, the overall quality of the model's convergent validity improved, and most of the remaining indicators had high and significant loading factors, which supported the validity of the research instrument. The validity of discrimination with the Fornell-Lacker Criterion can be seen in Table 2.

Table 2. Fornell-Lacker Criterion

	CC	CP	ITS	JS	SPV	MF	WLB
CC	0.752						
CP	0.497	0.866					
ITS	0.371	0.547	0.850				
JS	0.560	0.687	0.632	0.871			
SPV	0.646	0.659	0.491	0.660	0.810		
MF	0.500	0.703	0.524	0.752	0.603	0.711	
WLB	0.463	0.654	0.540	0.668	0.597	0.576	0.796

Source: Processed Researcher

Table 2 presents the results of the discriminant validity test using the Fornell-Lacker Criterion. This criterion is met if the square root of the Average Variance Extracted (AVE) value of each construct (bolded diagonal values) is greater than the correlation between that construct and the other constructs (non-diagonal values). Based on the table,

the square root of AVE for all constructs, namely company culture (0.752), compensation system (0.866), intention to stay (0.850), job satisfaction (0.871), supervisor/management (0.810), motivator factors (0.711), and work-life balance (0.796), are consistently greater than the correlation value of these constructs with other constructs. For example, the correlation between job satisfaction and the compensation system is 0.687, which is smaller than the square root of AVE job satisfaction (0.871) and the square root of the AVE compensation system (0.866). This pattern applies to all construct pairs, so it can be concluded that based on the Fornell-Lacker Criterion, the discriminant validity of the measurement model is met. The validity of discrimination with the Heterotrait-Monotrait Ratio (HTMT) can be seen in Table 3.

Table 3. Heterotrait-Monotrait Ratio (HTMT)

	CC	CP	ITS	JS	SPV	MF	WLB
CC							
CP	0.576						
ITS	0.417	0.608					
JS	0.649	0.756	0.708				
SPV	0.827	0.733	0.557	0.744			
MF	0.537	0.728	0.541	0.775	0.624		
WLB	0.588	0.788	0.672	0.803	0.732	0.640	

Source: Processed Researcher

Table 3 presents the results of the discriminant validity test using the Heterotrait-Monotrait Ratio (HTMT). The HTMT method assesses discriminant validity by comparing the correlation between different constructs (heterotrait-heteromethod correlations) with the correlation between indicators in the same construct (monotrait-heteromethod correlations). In general, discriminant validity is considered to be met if the HTMT value for all construct pairs is below the recommended threshold, which is 0.90. Based on the table, all HTMT values are below 0.90, with the highest value being 0.827 (between supervisor/management and company culture). This suggests that the constructs in the model are empirically different from each other, and that each construct measures a unique phenomenon. Thus, the HTMT test results provide strong support for the discriminant validity of the measurement model.

Once the discriminant validity is evaluated through the Fornell-Lacker Criterion and HTMT, Cross Loadings are examined to ensure that each indicator is more strongly correlated with its target construct than the other. Cross Loadings analysis compares the loading indicator in the construct with the loading in other constructs, where the discriminant validity is supported if the highest loading is in the construct that should be measured. The results of Cross Loadings are shown in Table 4.

Tabel 4. Cross Loadings

	MF	CP	WLB	CC	SPV	JS	ITS	Ket
R1	0.710	0.414	0.246	0.242	0.285	0.416	0.265	Valid
R2	0.716	0.367	0.220	0.231	0.240	0.399	0.236	Valid
R4	0.701	0.429	0.298	0.302	0.291	0.423	0.242	Valid
WI1	0.770	0.545	0.545	0.347	0.464	0.759	0.513	Valid
WI2	0.722	0.441	0.326	0.206	0.317	0.445	0.321	Valid
WI3	0.739	0.464	0.455	0.382	0.385	0.616	0.371	Valid
WI4	0.791	0.466	0.379	0.319	0.363	0.621	0.413	Valid
ADV1	0.714	0.669	0.540	0.501	0.640	0.561	0.452	Valid
ADV2	0.807	0.664	0.529	0.552	0.698	0.609	0.459	Valid
ADV3	0.739	0.642	0.523	0.501	0.597	0.526	0.439	Valid
CP1	0.565	0.864	0.567	0.431	0.556	0.611	0.496	Valid
CP2	0.602	0.869	0.543	0.426	0.572	0.567	0.505	Valid
CP3	0.656	0.857	0.568	0.408	0.572	0.594	0.427	Valid

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	MF	CP	WLB	CC	SPV	JS	ITS	Ket
CP4	0.634	0.890	0.611	0.480	0.609	0.608	0.482	Valid
CP5	0.593	0.852	0.543	0.408	0.546	0.597	0.458	Valid
WLB1	0.258	0.387	0.733	0.249	0.315	0.347	0.368	Valid
WLB2	0.487	0.542	0.826	0.362	0.462	0.638	0.442	Valid
WLB3	0.576	0.602	0.827	0.467	0.610	0.559	0.471	Valid
CC1	0.465	0.489	0.412	0.844	0.583	0.502	0.370	Valid
CC2	0.459	0.387	0.381	0.793	0.435	0.495	0.345	Valid
CC3	0.246	0.281	0.331	0.777	0.490	0.352	0.174	Valid
SPV1	0.616	0.664	0.603	0.590	0.856	0.642	0.498	Valid
SPV2	0.506	0.545	0.462	0.469	0.772	0.566	0.374	Valid
SPV3	0.352	0.379	0.389	0.532	0.762	0.405	0.300	Valid
SPV4	0.419	0.485	0.433	0.495	0.844	0.472	0.376	Valid
JS1	0.661	0.589	0.618	0.400	0.539	0.901	0.582	Valid
JS2	0.683	0.689	0.596	0.595	0.650	0.799	0.549	Valid
JS3	0.638	0.543	0.579	0.532	0.569	0.897	0.517	Valid
JS4	0.629	0.559	0.525	0.414	0.529	0.881	0.546	Valid
ITS1	0.502	0.488	0.490	0.367	0.473	0.603	0.789	Valid
ITS2	0.409	0.477	0.460	0.263	0.402	0.542	0.910	Valid
ITS3	0.447	0.455	0.465	0.318	0.392	0.528	0.857	Valid
ITS4	0.408	0.429	0.409	0.306	0.389	0.454	0.841	Valid

Source: Processed Researcher

Table 4 presents the results of the Cross Loadings analysis, which shows that all indicators have the highest loading on the construct that should be measured compared to the loading on the other construct. For example, all the motivator factors indicators (R1-R4, WI1-WI4, ADV1-ADV3) have the highest loading in the MF column. Similar patterns can also be seen in indicators for construct compensation system (CP), work-life balance (WLB), company culture (CC), supervisor/management (SPV), job satisfaction (JS), and intention to stay (ITS). Although there are some cross-loading with moderate values, the highest loading is consistently on the appropriate latent construct. These results provide further support for the discriminant validity of the measurement model, indicating that each indicator is relatively unique in representing its target construct.

Reliability Test

After confirming the validity of the measurement model, the next step is to evaluate the reliability of the research instrument in the main test. Reliability refers to the consistency and stability of measurement results. In this study, two methods were used to test the reliability of the construct. First, Cronbach's Alpha (CA) is calculated to measure the internal consistency between items in each construct, with a value of ≥ 0.70 generally considered acceptable. Second, Composite Reliability (CR) is also calculated as another measure of construct reliability, which takes into account the loading factor of each indicator and provides a more accurate estimate of the reliability of latent constructs. A CR value of ≥ 0.70 is also a commonly used threshold to indicate good reliability. The results of the reliability test can be seen in Table 5.

Table 5. Main Test Reliability Test

	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>	<i>Information</i>
<i>Motivator factors</i>	0.900	0.915	Reliabel
<i>Compensation system</i>	0.917	0.938	Reliabel
<i>Work-life balance</i>	0.717	0.838	Reliabel
<i>Company culture</i>	0.749	0.836	Reliabel
<i>Supervisor/Management</i>	0.827	0.884	Reliabel
<i>Job satisfaction</i>	0.893	0.883	Reliabel
<i>Intention to stay</i>	0.872	0.912	Reliabel

Source: Processed Researcher

Table 5 presents the results of the main test reliability test using Cronbach's Alpha and Composite Reliability. Based on the table, all constructs in the research model show a good level of reliability. Cronbach's Alpha values for all variables, namely motivator factors (0.900), compensation system (0.917), work-life balance (0.717), company culture (0.749), supervisor/management (0.827), job satisfaction (0.893), and intention to stay (0.872), were all above the recommended threshold of 0.70. Similarly, the Composite Reliability value for all constructs is also high, ranging from 0.836 to 0.938, and exceeding the limit 0.70. These results indicate that all constructs in this study have a high internal consistency and are reliable to measure the concepts being studied.

Structural Model Analysis

This section presents the results of structural model analysis, which aims to test the research hypothesis regarding the relationship between variables. This analysis was carried out using Structural Equation Modeling (SEM) with SmartPLS software. The evaluation of the structural model includes several important indicators. First, the R-Squared value (R^2) is used to assess the extent to which independent variables explain variance in dependent variables. Second, the F-Squared value (f^2) is calculated to measure the effect size of each predictor variable against the dependent variable. Third, the Q-Squared (Q^2) value is evaluated to test the predictive relevance of the model. Finally, the Fit Model is evaluated to assess the extent to which the proposed model fits the empirical data. This analysis provides a comprehensive understanding of the causal relationships between constructs and the overall predictive power of the model.

R Squared

One of the key indicators in structural model analysis is the R Squared value (R^2), which measures the proportion of variance in dependent variables that can be explained by the independent variables that influence it. The value of R Squared ranges from 0 to 1, where a higher value indicates better predictability of the model. The interpretation of the R Squared value is contextual and depends on the field of study, but in general, a value of 0.20 is considered weak, 0.50 is considered moderate, and 0.75 is considered substantial. The results of R Squared can be seen in Table 6.

Table 6. R Squared Results

	<i>R Squared</i>	<i>R Square Adjusted</i>
<i>Job satisfaction</i>	0.437	0.421
<i>Intention to stay</i>	0.687	0.680

Source: Processed Researcher

Table 6 shows the R Squared and R Square Adjusted values for the dependent variables job satisfaction and intention to stay. The R Square Adjusted value for job satisfaction is 0.421, which indicates that 42.1% variance in job satisfaction can be explained simultaneously by the predictor variables in this study model, namely motivator factors, compensation system, work-life balance, company culture, and supervisor/management. This value can be interpreted as moderate in explaining variance in job satisfaction. Meanwhile, the R Square Adjusted value for intention to stay is 0.681, which means that 68.1% of variance in intention to stay can be explained by predictive variables in the model that include job satisfaction and other factors. This value shows that the model's prediction ability is quite strong for intention to stay. The R Square Adjusted value indicates an adjustment to the number of predictors in the model and

sample size, and the difference with the R Squared value in this table is relatively small, indicating the stability of the model.

F Squared

In addition to R Squared, structural model analysis also involves the analysis of the F Squared value (f^2), which is used to assess the effect size of each predictor variable against the dependent variable. The F Squared value measures the change in the R Squared value when a particular predictor variable is excluded from the model. F Squared with a value of 0.02 indicates a small effect, 0.15 indicates a moderate effect, and

0.35 indicates a large effect. F Squared analysis helps in understanding the relative contribution of each independent variable in explaining the variance of dependent variables. The results of F Squared can be seen in Table 7.

Table 7. F Squared Results		
	<i>Job Satisfaction</i>	<i>Intention to Stay</i>
<i>Motivator factors</i>	0.235	0.000
<i>Compensation system</i>	0.013	0.012
<i>Work-life balance</i>	0.087	0.019
<i>Company culture</i>	0.028	0.000
<i>Supervisor/Management</i>	0.025	0.001
<i>Job satisfaction</i>		0.091
<i>Intention to stay</i>		

Source: Processed Researcher

Table 7 presents the value of F Squared which shows the effect size of each predictor variable on the dependent variables job satisfaction and intention to stay. On job satisfaction, motivator factors showed a moderate effect ($f^2 = 0.235$), being the predictor with the greatest influence. Work-life balance also had a small to moderate effect ($f^2 = 0.087$), while company culture ($f^2 = 0.028$) and supervisor/management ($f^2 = 0.025$) showed a small effect. The compensation system had a very small effect on job satisfaction ($f^2 = 0.013$). Turning to intention to stay, job satisfaction showed a small to moderate effect ($f^2 = 0.091$). Meanwhile, the compensation system ($f^2 = 0.012$) and work-life balance ($f^2 = 0.019$) had very little effect on intention to stay. Interestingly, motivator factors, company culture, and supervisor/management showed a near-zero effect on intention to stay in this model.

Q Squared

In addition to evaluating the magnitude of the variance described and the size of the predictor effect, structural model analysis also needs to assess the predictive ability of the model using the Q Squared (Q^2) value. The Q Squared value is a measure of the model's predictive relevance, which indicates how well the model can predict data values that are not used in the model's parameter estimation (through a blindfolding procedure). A Q Squared value greater than zero indicates that the model has predictive relevance, while a higher value indicates better predictive ability. The results of Q Squared can be seen in Table 8.

Table 8. Q Squared Results	
	Q Squared
<i>Job satisfaction</i>	0.503
<i>Intention to stay</i>	0.298

Source: Processed Researcher

Table 8 presents the Q Squared value to test the model's predictive relevance to job satisfaction and intention to stay. The Q Squared value for job satisfaction is 0.503

and for intention to stay is 0.298. Both values are greater than zero, indicating that the model has predictive relevance to both dependent variables

Research Hypothesis Testing

This section presents the results of testing research hypotheses that aim to answer the formulation of the problem and achieve the research objectives. This analysis includes several important stages, namely the direct influence test, which tests the direct relationship between independent and dependent variables; indirect influence test, which examines the mediating role of job satisfaction variables in the relationship between variables; and discussion of the results of the hypothesis test, which discusses the strength and significance of the influence between the relationships tested. Through this series of tests, this study provides empirical evidence on the influence of motivator factors and hygiene factors on job satisfaction and intention to stay of employees at the Ministry of Trade.

Direct Impact Test

After analyzing the measurement model as well as the structural model, the next stage is to test the direct influence between the variables proposed in the research hypothesis. This section will present the results of an analysis that aims to examine the significance and direction of the direct relationship between independent variables, namely Motivator Factors (MF), Compensation System (CP), Work-life Balance (WLB), Company Culture (CC), and Supervisor/Management (SPV) on the dependent variables of Job Satisfaction (JS) and Intention to Stay (ITS), as well as the direct effect of job satisfaction on intention to stay. The results of the direct influence test can be seen in Table 9.

Table 9. Direct Impact Results

	<i>Original Sample</i>	<i>T Statistics</i>	<i>P Values</i>	<i>Information</i>
MF → JS	0.404	5.543	0.000	Signifikan
CP → JS	0.104	1.435	0.076	Insignifikan
WLB → JS	0.231	3.337	0.000	Signifikan
CC → JS	0.121	1.996	0.023	Signifikan
SPV → JS	0.136	2.071	0.019	Signifikan
MF → ITS	0.019	0.216	0.415	Insignifikan
CP → ITS	0.137	1.537	0.062	Insignifikan
WLB → ITS	0.153	1.988	0.023	Signifikan
CC → ITS	-0.021	0.293	0.385	Insignifikan
SPV → ITS	0.044	0.531	0.298	Insignifikan
JS → ITS	0.404	3.945	0.000	Signifikan

Source: Processed Researcher

Table 9 presents the results of the direct influence test between variables in the research model. The test results showed that there was a significant direct influence ($p < 0.05$) on job satisfaction (JS) from Motivator Factors (MF), Work-life Balance (WLB), Company Culture (CC), and Supervisor/Management (SPV). However, the Compensation System (CP) did not show a significant effect on JS ($p = 0.076$). Regarding Intention to Stay (ITS), a significant direct effect ($p < 0.05$) was found from Work-life Balance (WLB) and Job Satisfaction (JS). Meanwhile, Motivator Factors (MF), Compensation System (CP), Company Culture (CC), and Supervisor/Management (SPV) did not have a significant direct influence on ITS.

Indirect Influence Test

After testing the direct influence between variables, the next analysis will focus on testing for indirect influences. Indirect influence occurs when an independent variable affects a dependent variable through mediation by another variable. In this study, an indirect influence test will be conducted to test the role of Job Satisfaction (JS) as a mediator between independent variables, namely Motivator Factors (MF), Compensation System (CP), Work-life Balance (WLB), Company Culture (CC), and Supervisor/Management (SPV) on Intention to Stay (ITS). This test will involve the evaluation of indirect path coefficients and significance values (p-values) obtained through the bootstrapping method. The results of the indirect influence test can be seen in Table 10.

Table 10. Indirect Effects

	<i>Original Sample</i>	<i>T Statistics</i>	<i>P Values</i>	Information
MF → JS → ITS	0.163	2.936	0.002	Signifikan
CP → JS → ITS	0.042	1.374	0.085	Insignifikan
WLB → JS → ITS	0.093	2.795	0.003	Signifikan
CC → JS → ITS	0.049	1.644	0.050	Insignifikan
SPV → JS → ITS	0.055	1.772	0.038	Signifikan

Source: Processed Researcher

Table 10 presents the results of the indirect influence test of independent variables on Intention to Stay (ITS) through Job Satisfaction (JS) mediation. Motivator Factors (MF) indirectly had a positive and significant effect on ITS through JS ($p < 0.05$). Work-life Balance (WLB) also had a positive and significant indirect effect on ITS through JS ($p < 0.05$). In addition, Supervisor/Management (SPV) also showed a positive and significant indirect influence on ITS through JS ($p < 0.05$). However, the indirect influence of Compensation System (CP) ($p = 0.085$) and Company Culture (CC) ($p = 0.050$) on ITS via JS was not significant.

Discussion of Hypothesis Test Results

This discussion aims to interpret the significance and direction of direct and indirect influence between variables. A systematic discussion will be carried out for each hypothesis, linking the empirical findings with relevant theoretical foundations and previous studies. The results of the path coefficient test are shown in Figure 1.



Figure 1. Path Coefficient Testing

Source: Processed Researcher

H1: Motivation factors have a significant positive effect on job satisfaction

Based on Table 4.20, the influence of Motivator Factors (MF) on Job Satisfaction (JS) shows a path coefficient of 0.404 and a p-value of 0.000, which shows a statistically significant influence. This positive coefficient indicates that the higher the motivator factors felt by employees, the higher their job satisfaction. These results confirm the importance of factors such as responsibility, progress, and the job itself in improving job satisfaction in the Ministry of Trade. This is in line with Herzberg's theory which

emphasizes the role of motivators in creating job satisfaction. Therefore, management needs to continue to improve motivating factors in the work environment, such as providing appropriate challenges and facilitating career development, to increase employee satisfaction.

H2: The compensation system has a significant positive effect on job satisfaction

Based on Table 4.20, the effect of the Compensation System (CP) on Job Satisfaction (JS) shows a path coefficient of 0.104 and a p-value of 0.076, which means that this effect is not statistically significant at the level of 5%. Despite the direction of positive influence, variations in the compensation system perceived by employees have not been shown to significantly affect job satisfaction levels. This suggests that other factors may be more dominant in shaping employee job satisfaction at the Ministry of Trade. These results are consistent with other studies that show that while compensation is important, variables such as work environment and leadership are more influential. Therefore, management needs to focus on other, more significant factors to improve job satisfaction, although a fair compensation system remains important.

H3: Work-life balance has a significant positive effect on job satisfaction

Based on Table 4.20, the effect of Work-life Balance (WLB) on Job Satisfaction (JS) shows a path coefficient of 0.231 and a p-value of 0.000, which shows a statistically significant influence. This positive coefficient indicates that the better the work-life balance that employees feel, the higher their job satisfaction. These results emphasize the importance of employees' ability to manage the demands of work and personal life. Research shows that imbalances can be detrimental to job satisfaction, so management that supports WLB is crucial. Therefore, the management of the Ministry of Trade needs to create policies that support this balance, such as flexibility in working hours and promotion of employee health, to improve employee satisfaction and performance.

H4: Company culture has a significant positive effect on job satisfaction

Based on Table 4.20, the influence of Company Culture (CC) on Job Satisfaction (JS) shows a path coefficient of 0.121 and a p-value of 0.023, which means that the influence is statistically significant. This positive coefficient indicates that a positive company culture is related to increased employee job satisfaction. This research emphasizes the importance of values, norms, and practices in organizations in shaping employees' perceptions of their work. These results are in line with previous research showing that organizational culture aligned with employee values can improve job satisfaction. Therefore, the management of the Ministry of Trade needs to continue to maintain and develop a positive company culture and overcome elements that do not support employee satisfaction.

H5: Management has a significant positive effect on job satisfaction

Based on Table 4.20, the influence of Supervisor/Management (SPV) on Job Satisfaction (JS) shows a path coefficient of 0.136 and a p-value of 0.019, which means that the influence is statistically significant. This positive coefficient indicates that the quality of a good supervisor is directly related to increased employee job satisfaction. This research emphasizes the importance of the role of superiors in creating a satisfying work environment through support, clear direction, and attention to employee well-being. These results support previous findings that effective leadership can increase job satisfaction and reduce intention to quit a job. Therefore, the management of the Ministry of Trade needs to focus on developing good leadership and communication skills between superiors and subordinates to increase job satisfaction.

H6: Motivator factors have a significant positive effect on intention to stay

The effect of Motivator Factors (MF) on Intention to Stay (ITS) showed a path coefficient of 0.019 and a p-value of 0.415, which is greater than 0.05, so this direct influence was not statistically significant. Although there is a positive influence, these results show that the motivating factors felt by employees do not directly affect their intention to stay in the Ministry of Trade. These results indicate that other factors may play a greater role in employee retention decisions. Thus, H6 was rejected. Research by Satoh et al. (2018) noted that a comfortable work environment and relationships between colleagues are more relevant than intrinsic or extrinsic motivators. In addition, Kim (2018) shows that extrinsic motivation can cause burnout, while intrinsic motivation is positively related to organizational commitment. The implication for management is that strategies to increase employee retention need to focus on factors that have a significant direct influence on intention to stay, although motivator factors are still important to increase job satisfaction that can support retention.

H7: The compensation system has a significant positive effect on intention to stay

The effect of the Compensation System (CP) on Intention to Stay (ITS) showed a path coefficient of 0.137 and a p-value of 0.062, which is greater than 0.05, so this direct influence is not statistically significant, although it is close to the limit of significance. This indicates that despite the positive influence, the compensation system perceived by employees does not strongly influence their intention to stay in the Ministry of Trade. These results suggest that, although compensation is an important factor, other aspects may be more dominant in retention decisions. Research by Ramlah et al. (2021) and Widayati & Yunia (2016) confirms that dissatisfaction with the work environment and other factors such as organizational culture can influence the intention to leave, even if the compensation offered is good. Therefore, management needs to focus on other factors that are more significant in influencing the intention to survive, although a fair compensation system remains important as a foundation.

H8: Work-life balance has a significant positive effect on intention to stay

The effect of Work-life Balance (WLB) on Intention to Stay (ITS) showed a path coefficient of 0.153 and a p-value of 0.023, which is statistically significant because the p-value is less than 0.05. This indicates that the better the work-life balance that employees feel, the higher their intention to stay in the Ministry of Trade. These results confirm the important role of work-life balance as a factor that not only affects job satisfaction, but also employees' decisions to remain loyal to the organization. When employees can manage the demands of work and personal life well, they tend to be more committed to contributing. Thus, H8 was accepted, supporting the positive influence of work-life balance on intention to stay. Studies by Boxall et al. (2003) show that the desire to improve work-life balance is often the reason for employees to switch jobs, while Gragnano et al. (2020) assert that a good work-life balance increases organizational commitment and employee retention. Therefore, the management of the Ministry of Trade needs to prioritize policies and practices that support employee work-life balance as a key strategy to increase retention and reduce turnover rates.

H9: Company culture has a significant positive effect on intention to stay

The influence of Company Culture (CC) on Intention to Stay (ITS) shows a path coefficient of -0.021 and a p-value of 0.385, which is greater than 0.05, so this direct influence is not statistically significant. A negative path coefficient value indicates that in the context of this study, the perceived company culture of employees does not directly affect their intention to stay in the Ministry of Trade. These results imply that other factors may be more dominant in employee retention decisions than perceptions of company

culture. Thus, H9 was rejected. Research by Prasetya & Kartikawangi (2021) shows that even though company culture provides comfort, it does not guarantee that employees will last long. Chew & Chan (2008) added that the fit between individual values and organizational culture is influential, but does not create a strong relationship with the intention to survive, where human resource practices are more dominant. The implication for management is that retention strategies need to focus on other factors that have a significant influence, although building a positive company culture remains important for employee well-being and satisfaction, which can contribute to retention indirectly.

H10: Management has a significant positive effect on intention to stay

The influence of Supervisor/Management (SPV) on Intention to Stay (ITS) showed a path coefficient of 0.044 and a p-value of 0.298, which is greater than 0.05, so this direct influence is not statistically significant. Despite the positive influence, these results show that the quality of supervision and management perceived by employees does not directly affect their intention to stay in the Ministry of Trade. These results imply that while the role of the boss is important in creating a positive work environment, its influence on an employee's decision to stay may be weaker than other factors. Thus, H10 was rejected. Research by Cowden et al. (2011) shows that managerial support is not strong enough to warrant an employee's intention to stay, even though recognition from the boss has a positive relationship. Nishii et al. (2008) also noted that employees' perceptions of management practices do not necessarily contribute to the intention to stay, as the relationship is complex. The implication for management is that retention strategies need to focus on other factors that have a significant influence, although the development of supervisory and management quality remains essential to create a conducive work environment and increase job satisfaction that can contribute to retention.

H11: Job satisfaction has a significant positive effect on intention to stay

The effect of Job Satisfaction (JS) on Intention to Stay (ITS) shows a path coefficient of 0.404 and a p-value of 0.000, which are statistically significant. This shows that the higher the level of employee job satisfaction, the greater their intention to stay in the Ministry of Trade, confirming the important role of job satisfaction as a predictor of employee retention. When employees feel satisfied with various aspects of their work, they tend to be more committed and want to continue their careers in the organization. Thus, H11 is accepted, supporting the positive influence of job satisfaction on intention to stay. Research by Presbitero & Teng-Calleja (2020) showed a strong relationship between job satisfaction and retention, while Wang et al. (2012) noted differences in the impact of job satisfaction between the public and private sectors. The implication for the Ministry of Trade's management is the importance of improving employee job satisfaction through initiatives that focus on factors such as work motivation, work-life balance, company culture, and quality of supervision, which will contribute directly to improving employee retention.

H12: Job satisfaction mediates the influence between motivator factors and intention to stay

The indirect influence of Motivator Factors (MF) on Intention to Stay (ITS) through Job Satisfaction (JS) mediation showed a path coefficient of 0.163 and a p-value of 0.002, which are statistically significant. This means that motivator factors indirectly increase employees' intention to stay through increased job satisfaction. When employees feel more motivated by the intrinsic aspects of the job, their job satisfaction increases, reinforcing the desire to stay in the Ministry of Commerce. Thus, H12 was accepted, supporting the significant influence of motivator factors on intention to stay through job

satisfaction mediation. Research by Fasieh et al. (2023) and Im & Koh (2023) shows that job satisfaction contributes to the intention to stay, with intrinsic and extrinsic motivations playing an important role in increasing job satisfaction and retention intention. The implication for management is the importance of efforts to increase employee work motivation, which not only increases job satisfaction but also contributes to employee retention.

H13: Job satisfaction mediates the influence between the compensation system and intention to stay

The indirect influence of the Compensation System (CP) on Intention to Stay (ITS) through the mediation of Job Satisfaction (JS) showed a path coefficient of 0.042 and a p-value of 0.085, which is greater than 0.05, so it is not statistically significant. Despite the positive influence, these results show that the compensation system perceived by employees has not been proven to indirectly affect their intention to stay in the Ministry of Trade, so H13 was rejected. Research by Wau & Kustiawan (2024) confirms that although there is a relationship between compensation and job satisfaction, the compensation effect is not entirely mediated by job satisfaction, but rather is also influenced by other factors such as employee engagement and work motivation. The implication for management is to focus on proven significant mediation pathways, such as increased work motivation and work-life balance, which can impact job satisfaction and intention to stay.

H14: Job satisfaction mediates the influence between work-life balance and intention to stay

The indirect effect of Work-life Balance (WLB) on Intention to Stay (ITS) through Job Satisfaction (JS) mediation showed a path coefficient of 0.093 and a p-value of 0.003, which are statistically significant. This indicates that WLB indirectly increases employees' intention to stay through increased job satisfaction. When employees feel a better work-life balance, their job satisfaction increases, reinforcing the desire to stay in the Ministry of Commerce. These findings support H14, confirming the important role of job satisfaction as a mediator in the relationship between WLB and employee retention. Research by Herliana et al. (2021) and Dousin et al. (2021) shows that a positive WLB contributes to job satisfaction and reduces the intention to leave the organization. Naini & Riyanto (2023) and Nassani & Alotaibi (2025) also highlight that organizational support in providing a good WLB has a positive impact on job satisfaction and intention to stay. The implication for management is the importance of improving employee WLB, which not only increases job satisfaction but also contributes significantly to employee retention through the job satisfaction pathway.

H15: Job satisfaction mediates the influence between company culture and intention to stay

The indirect influence of Company Culture (CC) on Intention to Stay (ITS) through Job Satisfaction (JS) mediation showed a path coefficient of 0.049 with a p-value of 0.050, which was at the significance limit of 0.05, but was considered insignificant. This means that despite the positive influence, company culture has not been shown to indirectly affect employees' intention to stay in the Ministry of Trade through job satisfaction, so H15 was rejected. Research by Naini & Riyanto (2023) shows that positive interactions that increase job satisfaction are often influenced by other factors, such as work-life balance, so a more comprehensive approach is needed to understand this complex relationship. The implication for management is the importance of building

The Influence of Motivator Factors and Hygiene Factors on Job Satisfaction and Intention to Stay of Employees between the Directorate General of the Ministry of Trade

a positive company culture to increase employee retention through job satisfaction, although this effect needs to be considered alongside other more significant factors.

H16: Job satisfaction mediates the influence between management and intention to stay

The indirect influence of Supervisor/Management (SPV) on Intention to Stay (ITS) through Job Satisfaction (JS) mediation showed a path coefficient of 0.055 and a p-value of 0.038, which is statistically significant because the p-value is less than 0.05. This means that good management quality increases employees' intention to persevere through job satisfaction. When employees feel supported by their superiors, their job satisfaction increases, reinforcing the desire to stay in the Ministry of Trade. H16 was accepted, confirming the important role of job satisfaction as a mediator between management and retention intention. Previous research supports these findings, showing that a supportive organizational environment and mentorship program from management contribute to job satisfaction and intent to stay afloat. The implication for management is the importance of investing in leadership skill development, which not only improves job satisfaction but also employee retention through the job satisfaction pathway. A summary of the results of the hypothesis analysis is found in Table 11 and Figure 2.

Table 11. Hypothesis Analysis Results

Hipotesis	Path	Information
H1	MF → JS	Supported
H2	CP → JS	Not Supported
H3	WLB → JS	Supported
H4	CC → JS	Supported
H5	SPV → JS	Supported
H6	MF → ITS	Not Supported
H7	CP → ITS	Not Supported
H8	WLB → ITS	Supported
H9	CC → ITS	Not Supported
H10	SPV → ITS	Not Supported
H11	JS → ITS	Supported
H12	MF → JS → ITS	Supported
H13	CP → JS → ITS	Not Supported
H14	WLB → JS → ITS	Supported
H15	CC → JS → ITS	Not Supported
H16	SPV → JS → ITS	Supported

Source: Processed Researcher

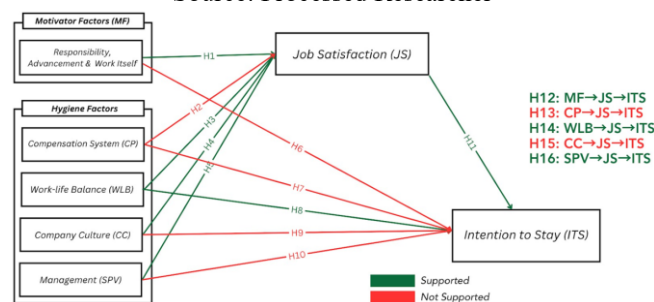


Figure 2. Hypothesis Analysis Results

Source: Processed Researcher

The results of the analysis showed support for nine of the 16 hypotheses proposed regarding the direct influence on job satisfaction at the Ministry of Trade, with motivator factors, work-life balance, company culture, and supervisor/management having a positive and significant influence, while the compensation system had no significant effect. For intention to stay, only work-life balance and job satisfaction show a direct

positive influence. The mediation analysis revealed that motivator factors, work-life balance, and supervisor/management had a positive effect on intention to stay through job satisfaction, which played an important role as a mediator. In contrast, the compensation system and company culture do not have a significant indirect influence. These findings highlight the importance of intrinsic factors of work, work-life balance, a positive work environment, and leadership qualities in improving job satisfaction and employee retention.

CONCLUSION

This study investigated the influence of motivator factors, work-life balance, company culture, and management on employee job satisfaction and intention to stay at the Ministry of Trade, highlighting job satisfaction's critical mediating role. The results indicate that employees who experience higher motivation, better work-life balance, and strong managerial support report greater job satisfaction, which in turn strengthens their commitment to remain in the organization. Managerial implications suggest focusing on enhancing intrinsic motivators, fostering a supportive work-life balance, cultivating a positive organizational culture, and improving leadership quality to boost employee satisfaction and retention, ultimately benefiting the Ministry's performance and sustainability. Future research could expand by examining these relationships across different government agencies or exploring how external environmental factors may moderate the impact of these variables on job satisfaction and retention.

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