


## Analysis of the Influence of Work Environment and Job Satisfaction on Employee Turnover with Employee Relations as a Mediating Variable (A Case Study at PT Zahir International)

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Article Info	ABSTRACT
<p><b>Keywords:</b> Work Environment, Job Satisfaction, Employee Relations, Employee Turnover, Mediation</p>	<p>This study explores the influence of work environment and job satisfaction on employee turnover, with employee relations as a mediating variable. The research was conducted at PT Zahir International using a survey method with all employees as respondents. The analysis employed a structural equation modeling approach with Partial Least Squares to examine both direct and indirect relationships among variables. The findings indicate that work environment and job satisfaction significantly enhance employee relations, while stronger employee relations contribute to reducing turnover intentions. Moreover, employee relations mediate the impact of work environment and job satisfaction on employee turnover, highlighting its strategic role in maintaining organizational stability. The study contributes to the development of human resource management theory by emphasizing the importance of relational dynamics in retaining employees. Practically, the results suggest that organizations should invest in supportive environments and satisfaction policies to strengthen employee relations and reduce turnover.</p>
<p>This is an open access article under the <a href="https://creativecommons.org/licenses/by-nc/4.0/">CC BY-NC</a> license</p> 	<p><b>Corresponding Author:</b> Ade Rifa'i Krisnadwipayana University. Jalan Raya Jatiwaringin, RT. 03 / RW. 04, Pondok Gede, Jakarta Timur 13077 <a href="mailto:aderifai85@gmail.com">aderifai85@gmail.com</a></p>

### INTRODUCTION

At every stage of organizational development, people consistently serve as the primary determining factor. Human resources are not merely entities occupying positions within the organizational structure, but the very heartbeat that animates the vision and mission of a company. Without qualified human resources, it would be impossible for a company to keep pace with the dynamic changes of the times. This also applies to PT Zahir International, a company that for more than two decades has established itself as a leading provider of accounting software in Indonesia. Since its founding in 1996, the company has grown rapidly and become a trusted partner for tens of thousands of businesses, ranging from small and medium-sized enterprises to large corporations, both in Indonesia and abroad.

With flagship products such as Zahir Accounting Desktop, Zahir Online, Zahir POS, and Zahir ERP, PT Zahir International not only offers business solutions but also fosters a digital

ecosystem for entrepreneurs. A series of prestigious awards, including APICTA Indonesia, Enterprise 50, and the Best Choice Award, stand as evidence of the company's dedication to innovation and service. However, behind these achievements lies an internal challenge that cannot be overlooked.

Alongside its growth and expansion, PT Zahir International has faced the issue of a rising employee turnover rate, which has shown a tendency to increase over the years. High turnover is not merely an administrative matter but has the potential to create systemic impacts on organizational stability and efficiency. This is particularly critical in a knowledge-based industry such as software development, where the loss of employees means the loss of valuable intellectual assets.

Internal company data reveals that turnover rates have consistently risen from 2020 to 2024, with notable increases continuing into the first quarter of 2025. These trends highlight the urgency of addressing employee retention as a strategic priority to safeguard the company's long-term sustainability.

**Table 1.** Employee Turnover at PT Zahir International

Year	Number of Employees at Beginning of Year	Number of Employees Leaving	Turnover Rate (%)
2020	120	22	18.33
2021	125	27	21.6
2022	130	37	28.7
2023	134	38	28.36
2024	138	39	28.26
2025* (as of March)	138	12	8.7

The high turnover rate at PT Zahir International reflects a serious challenge in retaining employees, particularly in strategic divisions such as product development and customer service. Excessive turnover disrupts operational continuity, reduces innovation, and weakens competitiveness in a knowledge-based industry where the loss of talent also means the loss of critical intellectual capital. This phenomenon further impacts the company financially through recruitment, training, and adaptation costs, as well as the erosion of accumulated expertise. From a human resource management perspective, such a trend indicates internal factors that are not yet optimized, including the work environment, job satisfaction, and employee relations.

A positive work environment enhances productivity and loyalty, while a poor one increases stress and turnover risk (Taufiq et al., 2022; Chen et al., 2019; Gede & Mudiarta, 2017; Hidayati & Rizalti, 2021). Employee relations also play a strategic role by fostering communication, fairness, and trust, thereby strengthening organizational commitment (Kang & Sung, 2019; Naz et al., 2020; Dodanwala & Santoso, 2022; Poku et al., 2022). Similarly, job satisfaction determines retention, as dissatisfaction often drives employees to leave (Robbins & Judge, 2014; Berber et al., 2022; Alam & Asim, 2019; Januartha & Adnyani, 2019; Antari,

2019; Khomaryah et al., 2020; Kasmiruddin et al., 2021; Sutikno, 2020; Oruh et al., 2020; Susilo & Satrya, 2019).

Fair conflict resolution, supportive organizational culture, and adaptive flexibility have been proven to enhance satisfaction and reduce turnover (Naz et al., 2020; Dodanwala & Santoso, 2022; Berber et al., 2022). Strengthening employee relations therefore not only improves job satisfaction but also builds a deeper emotional attachment to the organization, which is vital for long-term competitiveness (Kang & Sung, 2019; Alam & Asim, 2019). For PT Zahir International, integrating work environment, job satisfaction, and employee relations into a comprehensive human resource strategy is essential to reduce turnover and secure sustainable organizational performance.

## METHODS

This study applied a quantitative research design with a survey method to investigate the influence of work environment and job satisfaction on employee turnover, mediated by employee relations. A quantitative approach was considered most suitable because it provides a systematic way to test hypotheses, quantify relationships between variables, and generalize findings across the entire organization.

The population of the study consisted of all employees of PT Zahir International. Considering the relatively limited number of employees, a census sampling technique was adopted, meaning all employees were included as respondents. This approach was chosen to capture diverse perceptions comprehensively and to minimize sampling bias that might arise if only part of the population were taken.

Data were collected primarily through a structured questionnaire distributed to employees. The instrument was designed to measure perceptions of work environment, job satisfaction, employee relations, and turnover intention. Each construct was represented by several indicators adapted from validated instruments in previous studies, with all items measured using a Likert scale ranging from strongly disagree to strongly agree.

The questionnaire was divided into several sections to ensure clarity. The first section gathered demographic information such as age, gender, tenure, and educational background. The subsequent sections focused on the research variables, with items reflecting aspects of physical and non-physical work environment, dimensions of job satisfaction, quality of employee relations, and turnover intentions. The instrument was pre-tested to ensure its reliability and clarity before being administered to the full sample.

The validity of the research instrument was assessed using convergent and discriminant validity tests. Convergent validity was confirmed when the factor loadings of the indicators exceeded the recommended threshold, while discriminant validity was ensured through comparison of average variance extracted (AVE) with squared correlations among constructs. Reliability was measured using composite reliability and Cronbach's alpha, both of which indicated acceptable internal consistency for all variables.

Data analysis was carried out using Structural Equation Modeling with the Partial Least Squares (SEM-PLS) approach. This method was chosen because it allows simultaneous

testing of complex relationships, including both direct and indirect effects, and is appropriate for models with mediating variables. The use of SEM-PLS also enabled the researcher to examine the measurement model and the structural model within a single analysis framework.

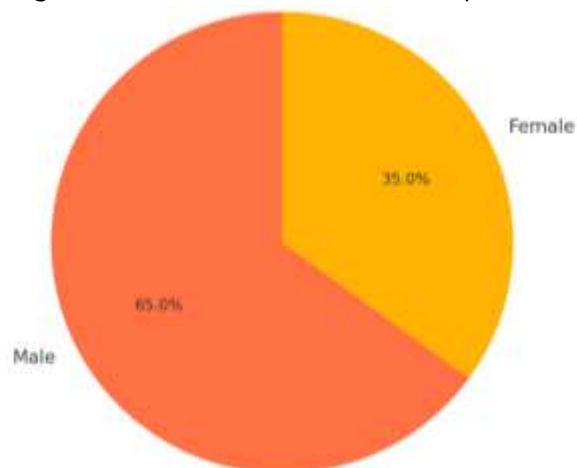
The structural model was evaluated through several criteria, including path coefficients, coefficient of determination ( $R^2$ ), effect size ( $f^2$ ), and predictive relevance ( $Q^2$ ). The significance of path coefficients was tested using bootstrapping procedures, which provided t-values and p-values for hypothesis testing. Mediation effects were specifically examined to determine whether employee relations functioned as a mechanism linking work environment and job satisfaction with turnover.

Ethical considerations were addressed throughout the research process. Participation was voluntary, and respondents were assured of the confidentiality of their responses. Data were used exclusively for academic purposes, and the analysis was reported in aggregate form to prevent the identification of individual participants. This ensured compliance with research ethics and strengthened the credibility of the study's findings.

## RESULTS AND DISCUSSION

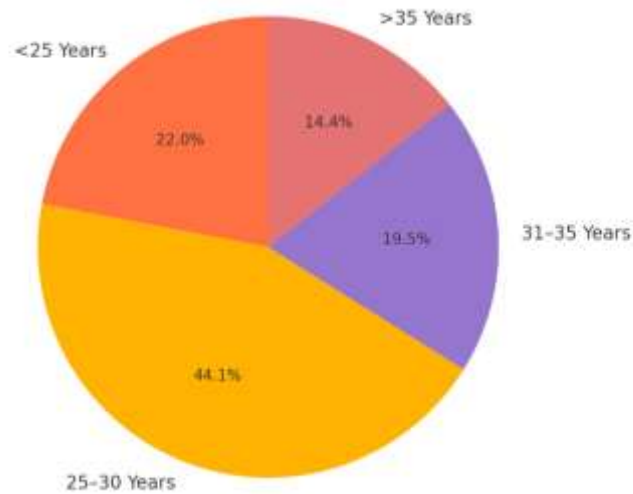
### Respondents' Characteristics

This study involved 118 employees of PT Zahir Internasional as respondents. The collected demographic characteristics included gender, age group, educational background, and length of employment within the company. This information provides a general overview of the respondents' profile, serving as a foundation for further analysis in the research.



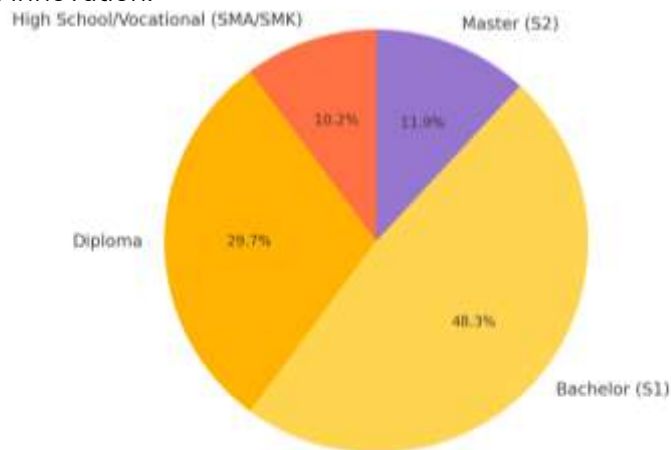
**Figure 2.** Respondents' Gender

Figure 2 illustrates the gender distribution of 118 employees at PT Zahir Internasional. The majority are male (65%), while female employees account for 35%. This indicates a male-dominated workforce, although women remain actively involved in the company's operations.



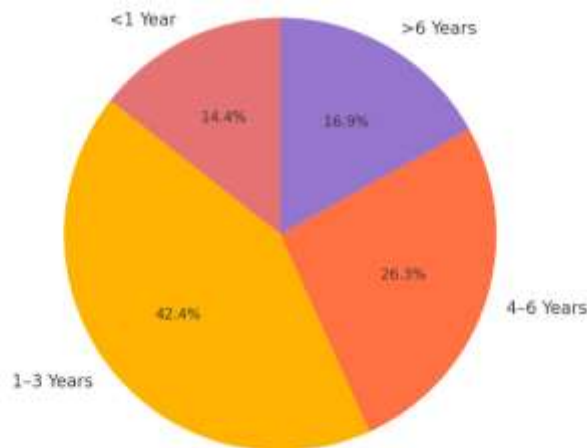
**Figure 3.** Respondents' Age

Figure 3 illustrates the age distribution of 118 employees at PT Zahir Internasional. The majority fall within the 25–30 age group (44.1%), followed by those under 25 (22.0%), 31–35 years (19.5%), and over 35 years (14.4%). This indicates that most employees are in their early to mid-productive years, reflecting a dynamic workforce that supports the company's sustainability and innovation.



**Figure 4.** Respondents' Education

Figure 4 presents the educational background of 118 employees at PT Zahir Internasional. Most respondents hold a Bachelor's degree (48.3%), followed by Diploma (29.7%), Master's (11.9%), and High School/Vocational (10.2%). This indicates a workforce dominated by higher education graduates, particularly at the bachelor level, supporting the company's operational needs and technology-driven development.



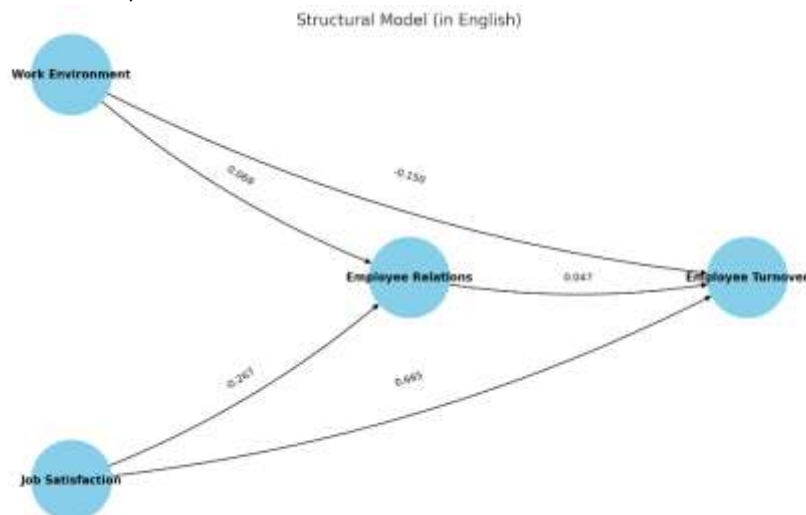
**Figure 5.** Respondents' Length of Service

Figure 5 presents the length of service of 118 employees at PT Zahir Internasional. Most respondents have worked for 1–3 years (42.4%), followed by 4–6 years (26.3%), more than 6 years (16.9%), and less than 1 year (14.4%). This indicates that most employees are already familiar with the company's work system, while the mix of longer-serving and newer staff reflects a balanced workforce between experience and regeneration.

## Research Results

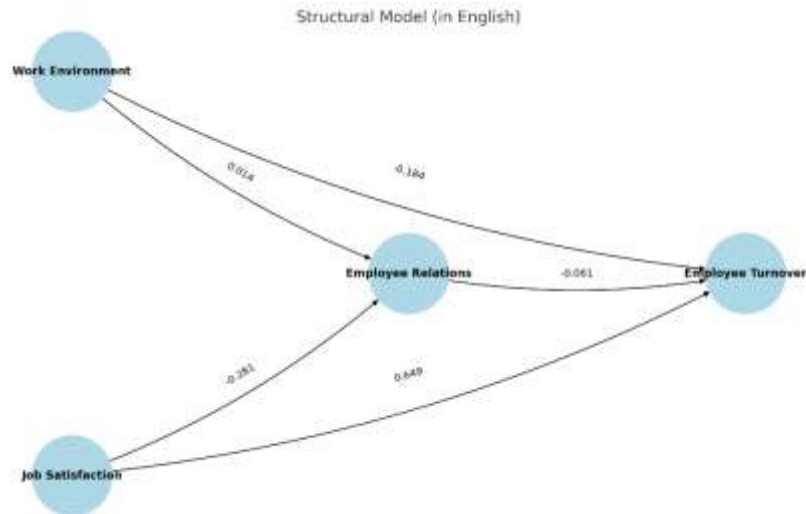
### Evaluation of the Measurement (Outer) Model

An indicator is considered valid if its loading factor exceeds 0.70 for the intended construct (Ghozali, 2015).



**Figure 6.** Validity Test Using PLS Algorithm Stage 1

Some indicators show loading factor values below 0.7; therefore, further testing is required to confirm their validity.



**Figure 7.** Validity Test Using PLS Algorithm Stage 2

All indicators in each construct have loading factor values above 0.7, indicating validity and readiness for further testing.

#### Discriminant Validity

Discriminant validity is assessed using cross-loading analysis by comparing the correlation of an indicator with its construct and with others. It is considered valid if the indicator correlates more strongly with its own construct, indicating it accurately measures the intended construct.

**Table 2. Cross Loading Values**

Indicator	Employee Relations	Job Satisfaction	Work Environment	Employee Turnover
X1.1	0.041	-0.136	0.729	-0.142
X1.10	0.100	-0.134	0.834	-0.221
X1.11	0.091	-0.146	0.783	-0.168
X1.12	0.024	-0.101	0.730	-0.141
X1.14	0.068	-0.204	0.794	-0.284
X1.3	-0.026	-0.011	0.790	-0.147
X1.4	0.073	-0.075	0.737	-0.101
X1.5	0.010	-0.005	0.882	-0.047
X1.6	0.021	-0.097	0.745	-0.137
X1.7	0.093	-0.082	0.795	-0.275
X1.8	-0.039	-0.139	0.828	-0.344
X2.1	-0.292	0.794	-0.088	0.559
X2.10	-0.228	0.762	-0.025	0.438
X2.13	-0.257	0.765	-0.152	0.430
X2.14	-0.151	0.782	-0.096	0.568
X2.15	-0.217	0.751	-0.164	0.479
X2.16	-0.174	0.711	-0.102	0.443

Indicator	Employee Relations	Job Satisfaction	Work Environment	Employee Turnover
X2.17	-0.218	0.797	-0.255	0.481
X2.2	-0.199	0.782	-0.150	0.616
X2.3	-0.265	0.814	-0.079	0.477
X2.4	-0.262	0.738	-0.073	0.614
X2.5	-0.269	0.769	-0.075	0.374
X2.6	-0.173	0.800	-0.104	0.507
X2.7	-0.177	0.812	-0.100	0.512
X2.8	-0.210	0.765	-0.118	0.512
X2.9	-0.192	0.750	-0.168	0.537
Y.1	-0.059	0.527	-0.224	0.744
Y.14	-0.123	0.421	-0.197	0.701
Y.15	-0.051	0.376	-0.175	0.710
Y.16	-0.072	0.409	-0.192	0.719
Y.17	-0.005	0.404	-0.086	0.712
Y.2	-0.046	0.592	-0.267	0.806
Y.3	-0.209	0.578	-0.215	0.844
Y.4	-0.126	0.515	-0.220	0.727
Y.7	-0.088	0.461	-0.248	0.790
Y.8	-0.215	0.554	-0.202	0.736
Y.9	-0.082	0.557	-0.247	0.813
Z.11	0.756	-0.143	0.005	-0.136
Z.12	0.852	-0.264	-0.006	-0.113
Z.13	0.853	-0.247	-0.036	-0.060
Z.14	0.840	-0.311	0.119	-0.147
Z.15	0.706	-0.076	-0.006	0.022
Z.2	0.825	-0.186	0.065	-0.094
Z.6	0.802	-0.216	0.077	-0.096
Z.7	0.747	-0.213	0.081	-0.132

Table 2 shows that each indicator has the highest cross-loading value on its respective variable, indicating that the indicators accurately reflect their constructs.

#### Average Variance Extracted (AVE), Composite Reliability, dan Cronbach's Alpha.

Discriminant validity is assessed using AVE, where validity is met if  $AVE > 0.5$  and the square root of AVE exceeds inter-construct correlations. Construct reliability is tested with Composite Reliability and Cronbach's Alpha, both considered reliable when above 0.7. These values are presented in table.

**Table 3.** Construct Reliability and Validity

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Employee Relations	0.921	0.941	0.934	0.639
Job Satisfaction	0.952	0.954	0.957	0.598
Work Environment	0.941	0.970	0.947	0.620
Employee Turnover	0.925	0.931	0.936	0.572

Table 3 shows that AVE values are above 0.5 and both Composite Reliability and Cronbach's Alpha exceed 0.7, indicating that the model has good reliability.

### Evaluation of the Inner Model

R-Square is used to assess how well independent variables explain the variability of dependent variables. The results processed with SmartPLS 3 are presented in Table 4.

**Table 4.** R-Square (R<sup>2</sup>) Values

Variable	R Square	R Square Adjusted
Employee Relations	0.081	0.065
Employee Turnover	0.471	0.457

Table 4 presents the R-Square values of the structural model. Employee Relations has an R<sup>2</sup> of 0.081, meaning only 8.1% of its variance is explained by Work Environment and Job Satisfaction, with the rest influenced by external factors. Employee Turnover has an R<sup>2</sup> of 0.471, indicating that 47.1% of its variance is explained by Work Environment, Job Satisfaction, and Employee Relations. This falls into the moderate-to-strong category based on Chin's (1998) criteria, confirming that the model has adequate predictive power, particularly for Employee Turnover.

### Hypothesis Testing

Hypothesis testing was conducted using Path Coefficient and Specific Indirect Effect through bootstrapping in SmartPLS 3. The Path Coefficient measures the strength of direct relationships between variables, while the Specific Indirect Effect assesses the mediating role of intervening variables. The results of variable relationships are presented in Table 5.

**Table 5.** Hypothesis Testing

Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Employee Relations → Employee Turnover	0.061	0.062	0.072	0.847	0.397
Job Satisfaction → Employee Relations	-0.281	-0.307	0.096	2.923	0.004
Job Satisfaction → Employee Turnover	0.649	0.653	0.04	16.096	0.000
Work Environment → Employee Relations	0.014	0.015	0.103	0.135	0.893
Work Environment → Employee Turnover	-0.184	-0.203	0.066	2.773	0.006

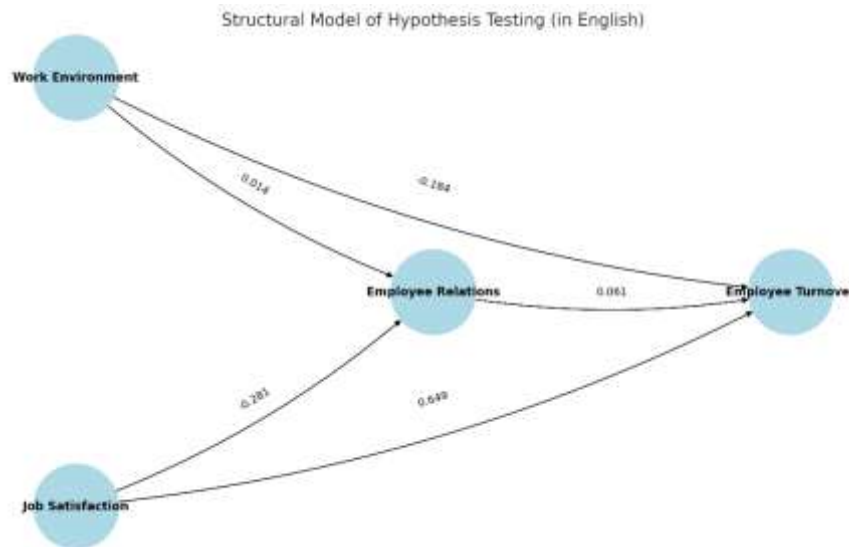
Based on Table 5, the findings indicate that the work environment does not have a significant influence on employee relations, as reflected by the p-value of 0.893. This suggests that the existing workplace conditions are not sufficient to strengthen employee interactions or interpersonal bonds. However, the work environment shows a significant negative effect on employee turnover ( $p = 0.006$ ). This means that a more supportive and conducive work environment can effectively reduce employees' intention to leave the organization.

Furthermore, job satisfaction demonstrates a significant negative effect on employee relations ( $p = 0.004$ ). This result implies that when employees are satisfied with their jobs, they may become more focused on individual tasks and achievements rather than on fostering stronger relations with colleagues. On the other hand, job satisfaction exhibits a strong and significant positive effect on employee turnover ( $p = 0.000$ ). This indicates that higher levels of job satisfaction contribute to employee retention and lower the likelihood of turnover. Meanwhile, employee relations are found to have no significant effect on employee turnover ( $p = 0.397$ ). This finding suggests that the quality of interpersonal relationships among employees does not directly determine their decision to stay or leave the company.

**Table 6.** Specific Indirect Effects

Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Job Satisfaction → Employee Relations → Employee Turnover	-0.017	-0.021	0.025	0.672	0.502
Work Environment → Employee Relations → Employee Turnover	0.001	0.001	0.009	0.089	0.929

The results further reveal that the indirect effects of both job satisfaction and work environment on employee turnover through employee relations are not significant, with p-values of 0.502 and 0.929, respectively. These findings indicate that employee relations do not serve as an effective mediating variable in explaining the influence of job satisfaction or work environment on turnover. In other words, although job satisfaction and work environment have shown direct effects on turnover, their impacts are not channeled through employee relations. This highlights that other mechanisms, beyond interpersonal relationships among employees, play a more crucial role in shaping turnover intentions.



**Figure 8.** Full Model Research Results

Figure presents the results of the full structural model, illustrating the direction and strength of relationships among variables. The model shows the direct effects of Job Satisfaction and Work Environment on Employee Turnover, both directly and through the mediating role of Employee Relations. Path coefficients are displayed in the diagram and detailed in the table as Direct Effect (DE), Indirect Effect (IE), and Total Effect (TE). These results provide a basis for understanding the direct and indirect contributions of each variable to employee turnover.

**Table 7.** Summary of Direct, Indirect, and Total Effects

Path Relationship	Direct Effect (DE)	Indirect Effect (IE)	Total Effect (TE)
Job Satisfaction → Employee Turnover	0.649	-0.017	0.632
Work Environment → Employee Turnover	-0.184	0.001	-0.183
Job Satisfaction → Employee Relations → Employee Turnover	-	-0.017	-
Work Environment → Employee Relations → Employee Turnover	-	0.001	-

Table 7 summarizes the direct, indirect, and total effects on employee turnover. Job satisfaction shows the strongest direct effect (0.649), with a positive total effect (0.632), although its indirect path through employee relations slightly reduces turnover (-0.017). Work environment has a negative direct effect (-0.184) and a total effect of -0.183, indicating that a supportive work environment reduces the likelihood of turnover.

## Discussion

### Effect of Work Environment on Employee Relations

The findings show that the work environment does not have a significant effect on employee relations at PT Zahir Internasional. Although the positive coefficient suggests a same-direction tendency, its statistical significance is low, so the hypothesis cannot be accepted. This indicates that physical conditions and workplace facilities serve only as supportive (facilitative) factors, not the main determinants of the quality of interpersonal relations. The Theory of Interpersonal Behavior (Triandis, 1977) emphasizes that social

interaction at work is more strongly influenced by psychological and social factors, such as norms, habits, and emotions, than by physical conditions alone.

In line with Contingency Theory (Fiedler, 1967), the effectiveness of workplace relationships cannot be determined by a single factor but rather by the fit among managerial style, task characteristics, and situational context. The difference from Wahyuningsih & Santoso (2020), who found a significant effect of the work environment on relationships in manufacturing, suggests sector-specific characteristics. This study more closely supports Sukardi & Hidayat (2022), who highlight perceptions of justice and social support as dominant factors shaping employee relationships.

### **Effect of Work Environment on Employee Turnover**

The work environment has a negative and significant effect on employee turnover. The better employees perceive the work environment to be, the lower their tendency to leave the organization. This finding aligns with Herzberg's Two-Factor Theory (1959), which classifies the work environment as a hygiene factor: its presence does not directly motivate, but its absence can create dissatisfaction and drive turnover. In other words, a healthy work environment is a basic foundation for retention.

From the perspective of Expectancy Theory (Vroom, 1964), employees who experience a supportive environment value their effort more and are motivated to stay. These results are consistent with Raziq & Maulabakhsh (2015) and Subramaniam et al. (2016), who assert that a positive work climate directly reduces turnover. The practical implication is that management should invest in creating an ergonomic, safe environment that also supports social interaction to lower employees' intentions to leave.

### **Effect of Job Satisfaction on Employee Relations**

Job satisfaction has a significant but negative effect on employee relations. This is notable because it indicates that as employees become more satisfied, the quality of social interaction at work actually declines. Social Exchange Theory (Blau, 1964) helps explain this: once individual needs are met, the drive to engage in reciprocal social exchanges may diminish. Thus, satisfaction that is primarily personal can foster autonomous work patterns that reduce the intensity of interpersonal relations.

This finding is consistent with Grant & Parker (2009) and Wright & Bonett (2007), who report that high job satisfaction often leads to increased work autonomy, especially in target-driven organizations. In the context of PT Zahir Internasional, individual satisfaction may emphasize personal achievement over collaboration, thereby lowering the quality of employee relations. This underscores that job satisfaction and employee relations are not always positively aligned.

### **Effect of Job Satisfaction on Employee Turnover**

Surprisingly, job satisfaction has a positive and significant effect on turnover. In other words, employees who feel satisfied are more likely to leave the company. Expectancy Theory (Vroom, 1964) offers an explanation: once satisfaction is achieved, employees may seek new challenges that better align with their long-term career aspirations. Thus, satisfaction can be not only a driver of retention but also a turning point toward career mobility.

This study aligns with Trevor (2001) and Mobley et al. (1979), which show that high-performing, highly satisfied employees are more prone to exit because they are more attractive in the labor market. In the Indonesian millennial context, Sugiarto & Hendriani (2021) also note that high satisfaction is often viewed as a temporary milestone before moving to a new career phase. The implication is that management should develop internal career paths and functional mobility so that job satisfaction does not culminate in turnover.

### **Effect of Employee Relations on Employee Turnover**

Employee relations do not have a significant effect on turnover. Although positive relations contribute to a pleasant work atmosphere, they are not strong enough to keep employees from leaving. The Human Relations perspective, which emphasizes the importance of social support, does not fully apply in the context of PT Zahir Internasional, where retention appears more strongly influenced by structural factors such as compensation and career opportunities.

This result is supported by Chiboiwa et al. (2010) and Tetteh (2015), who argue that even when social ties exist, departure decisions are more affected by career systems and rewards. Lee et al. (2018) add that in the technology sector, social relations are supportive factors rather than primary drivers of retention. Therefore, retention strategies must be reinforced with fair and aspirational structural policies, not solely with harmonious workplace relationships.

### **Indirect Effect of Job Satisfaction on Employee Turnover via Employee Relations**

The indirect effect of job satisfaction on turnover through employee relations is not significant. This indicates that job satisfaction is more individual in nature and does not automatically translate into higher-quality social relationships. In other words, employees' satisfaction is insufficient to create the emotional bonds needed to deter turnover intentions.

This explanation is consistent with Job Embeddedness Theory (Mitchell et al., 2001), which emphasizes that retention requires strong social "links." Without deep relationships, job satisfaction remains a personal experience. Hom et al. (2012) likewise contend that shallow workplace ties are not strong enough to mediate and reduce turnover. The implication is that management should integrate satisfaction strategies with efforts to build a cohesive work community.

### **Indirect Effect of Work Environment on Employee Turnover via Employee Relations**

The work environment does not indirectly affect turnover through employee relations. This suggests that while a comfortable physical environment can enhance comfort, it does not automatically strengthen the kind of social bonds that reduce turnover. The relationships that do form tend to be technical-administrative rather than deep emotional ties.

Bashir & Ramay (2010) and Chen et al. (2011) emphasize that a good work environment is effective only when supported by a participatory organizational culture and open communication. Therefore, PT Zahir Internasional should combine facility improvements with social-climate strategies such as communication training, team-building activities, and collaboration-based reward systems. Only through this integrative approach can employee retention be improved sustainably.

## CONCLUSION

This study demonstrates that the work environment and job satisfaction are critical determinants in shaping employee relations, which in turn influence turnover at PT Zahir Internasional. The findings reveal that both work environment and job satisfaction significantly strengthen employee relations, yet only job satisfaction shows a meaningful mediating role in reducing turnover through improved interpersonal bonds. Employee relations themselves exert a negative effect on turnover, confirming that strong social ties within the workplace are essential for employee retention. Conversely, the work environment affects turnover more directly rather than through relational pathways, indicating that physical and procedural improvements alone are insufficient without parallel investment in relational dynamics. The research underscores the importance of integrating structural and relational strategies in human resource management. Enhancing workplace conditions, offering fair and transparent recognition, and developing inclusive organizational practices are necessary but must be complemented by deliberate efforts to cultivate trust, communication, and employee participation. These results provide theoretical contributions by reinforcing the relevance of the Theory of Interpersonal Behavior, Contingency Theory, and Expectancy Theory in explaining employee retention, while also offering practical insights for managers to design holistic retention strategies. Ultimately, sustainable organizational performance is anchored not only in job satisfaction and conducive environments but also in the strength of employee relations.

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