



Building Sustainable Employee Retention Through Employee Well-Being, Compensation Fairness, Career Development Motivation, and Organizational Commitment- A Conceptual Framework

Darmanto Darmanto¹
Didik Subiyanto²

^{1,2}Universitas Sarjanawiyata Tamansiswa, Yogyakarta, Indonesia
^{*}1rafifdarmanto@gmail.com, ²didiks.ac.id

* Corresponding Author

Abstract. This study explores the integration of compensation fairness, career development motivation, and employee well-being as strategies for enhancing sustainable employee retention. The ultimate goal would be to know how they all interact and contribute to company loyalty vs. attrition. A conceptual framework is used, building upon the Establishment Theory and Social Exchange Theory; to posit that fair treatment in compensation and support for career development engender employees' commitment towards the holding organization. A qualitative methodology using literature review and conceptual analysis is used to construct a comprehensive framework. The results indicate that experiencing fair compensation has a positive impact on organizational commitment and career development motivation, which have the same effect on employee turnover intentions. Besides, employee well-being acts as a moderator between compensation fairness and retention. This study is novel in integrating three key dimensions of compensation fairness, career development and well-being into a single model. The practical implications highlight the importance of fair compensation and career support in retaining talent, particularly in competitive industries. Theoretical contributions extend the understanding of employee retention beyond compensation to include career and well-being factors, offering a comprehensive strategy for organizations aiming to reduce turnover and improve sustainability

Keywords: Employee well-being, compensation fairness, career development motivation, organizational commitment, sustainable employee retention.

1. Introduction

High-level employee turnover is a significant challenge for many organizations across various sectors. High Turnover levels not only affect the company's operational efficiency, but also negatively impact the organization's productivity, work culture, and sustainability. [1], [2]. In a competitive global context, an organization's success depends heavily on its ability to retain talented employees. Nevertheless, most of the companies still struggle to develop successful retention strategies and so does hospitality business. Compensation Discontent, Career Development Motivation & InThe modern workplace In today's competitive job market, salary dissatisfaction, career growth motivation and employee well-being are the usual culprits for low retention[3]. Inequality in compensation is one of the biggest issues at any company. This type of unfairness can lead to employees feeling unhappy and disloyal towards the organisation [4]. In addition, a too broad focus on Career Development Motivation contributes to the confusion. In many cases, employees do not have the chance to advance in their careers because they are not supported or given opportunities to acquire new skills. On the other hand, employee welfare remains unaddressed despite evidence showing that an emphasis on employee well-being significantly correlates with positive work environment and employees' retention willingness [5]. These are the factors that result in low employee loyalty to their employing organizations. And of course, low employee loyalty affects staff retention rates directly. Some studies have offered useful understandings on the factors affecting worker keep. For example, a study by [6] Demonstrate how fair pay strongly contributes to loyalty towards the company. Other research by [7] Thus, this study indicates that effective career

© The Author(s) 2026

S. Hadi et al. (eds.), *Proceedings of the 1st International Conference on Business, Economic, and Social Sustainability (ICOBES 2025)*, Advances in Economics, Business and Management Research 384,
https://doi.org/10.2991/978-94-6239-626-5_56

development motivation enhance employee loyalty and retention. Also, employee well-being was found to have a significant impact on improved job satisfaction and reduced work turnover. According to this finding, the research suggests that organizations should include compensation fairness, career development motivation and employee well-being into their strategy for further commitment enhancement and of higher retention rate.

While prior studies have considered both compensation, career development and employee well-being their joint influence for employee retention is rarely investigated [8]. For example, compensation fairness, career development, and employee well-being have been studied as a bundle to (negatively) influence organizational commitment and retention [1]. This void indicates some scope for further investigation to enhance the efficiency of HR management.

The theoretical foundation of this study is Equity Theory and Social Exchange Theory. According to Equity Theory, employees compare their inputs and outputs with others within the organization [9]. Organizational commitment is greater for employees who perceive fairness regarding compensation. The social exchange process between employer and employee necessary to promote loyalty and retention is also grounded in Social Exchange Theory [10]. When companies prioritize career development motivation and well-being of their employees, they tend to feel valued and motivated to bring their A-game. Drawing on this theoretical base, in this paper we examine how the relationships among compensation, career contribution and wellbeing might lead to increased retention.

What is original in this research is a systemic and integrating analysis on the issue of retention of employees. The compensation care network is an integrated model which covers compensation, career development, employee wellbeing and explores the mediating and moderating mechanisms. Though this does not answer all questions, it complements previous research and helps to establish a theory on more solid empirical ground. Consequently, this study provides important implications and managerial strategies to enhance sustainable employee retention.

Today organizations realize that retaining the employees is not an HR responsibility anymore; it is a strategic imperative directly impacting competitiveness and long-term value of organization. Thus, this study seeks to make an important contribution by examining how organizations can create a fair work environment that enables career development and enhances employee well-being leading to improved retention paths [11]. This work contributes to not only academics but also companies, in that through the integrative and conceptual framework/methodologica, we propose some solutions so it is possible face the higher complexity of problems caused by rising trend towards complexity in globalization times.

2. Literature Review

2.1 Equity Theory

Equity Theory, proposed by John Stacey Adams (1963), explains that employees' perceptions of fairness affect motivation and behavior in their workplaces. This theory emphasizes distributive fairness, in which individuals compare the ratio of their inputs (e.g., effort, skills, education, loyalty) to output (e.g., salary, benefits, recognition) with others in the same role. When two employees feel that they have reached an ideal level for the exchange (in terms of ratio of their inputs to outputs) and as a result, are satisfied and motivated; As soon as employees perceive themselves in an inequitable situation, psychological distress is created which can diminish motivation and behaviours. Employees can rebalance the scale by decreasing their efforts, seeking greater rewards, possibly to leave the organization.

In organisations, Equity Theory is critical for creating compensation systems, performance management etc. Organizations that let the perception of fairness slip are at risk for low engagement, higher turnover and lower productivity [12]. As such, maintaining good compromise and condition between the employer and its employees needs to build a transparent performance evaluation system, share clearly about its compensation policies, cultivate an inclusive work culture [13]. Once these pathways of fairness have been identified, they can serve

as a tool for organizations to establish a healthier and more sustainable work environment that results in enhanced levels of employee performance and satisfaction [14].

2.2 Employee Welfare

Employee Well-Being (employee welfare) is an overarching condition that reflects physical, mental, emotional, and social health an employee at work [15]. This concept is not only related to absence of stress or illness, but it also includes the extent to which employees Feeling satisfaction, meaning, and balance in life in his work. Concept Employee Well-Being Rooted in the humanistic psychological theory put forward by Abraham Maslow (1943) through Hierarchy of Needs which emphasizing the importance of meeting physiological, social, and self-actualization needs as the basis of individual well-being, and strengthened by Carl Rogers (1951) which highlights the development of one's potential in a positive work environment. This idea then develops in the context of the organization through research [16] which became the main pioneer of the use of the term Employee well-being in modern management.

Introduction Employee well-being or employee welfare is one of the highly significant aspects of human resource management which reflects an individual's health and happiness in terms of his/her physical, mental and emotional state throughout working hours [17]. It incorporates safety in the workplace, as well as the workers' perceived satisfaction with and acceptance of their jobs (taking into account such factors like home life). However, with new global pressures on work management in the modern workplace, organizations are becoming more conscious of the need to develop working conditions that cater to employees' well-being as a means of increasing productivity, engagement and retaining their workforce [18].

Organisational culture, management polices and procedures, work environment and social support from peers and supervisors affect employee well-being [19]. In the absence of healthy environments from organizations, employees are likely to become burnt out, demotivated and highly stressed which eventually becomes reflective on an individual and organizational overall performance [20]. It is not only the concern of individuals, but of the organization too when employee well-being comes into consideration. Those who see the value of contributing to their employees' well-being will enjoy long-term returns through greater efficiency, loyalty and overall esteem for the company [21]. As such, any workforce well-being strategies should be part of the business's sustainable policies, delivered through a holistic approach and in response to the genuine needs of employees within today's workplace.

2.3. Justice Compensation

Equitable Pay also referred to as Justice Pay is a basic concept in HR management, drawing attention toward the necessity of fair and compensatory system in any organization [22]. This theory is based on the distributive and procedural fairness principles, which claim that employees judge not only what compensation they receive, but also how it was applied or arranged to be compared with others in similar situations [23]. Equity of salary is a significant factor contributing to how employees perceive the organization and how motivated, engaged & retained their workforce becomes [24].

In this theory, payment justice is a concept that can be analyzed using some main areas. One of them is internal equity: to the extent that remunerations among people who having similar job responsibility, skill levels and expertise are also similar [23]. A sizeable difference in pay with no material reason behind it will be more likely to cause some form of unhappiness among workers, which can result in lower productivity combined with higher rates of attrition [25]. Besides, the external justice that compares the reimbursements within a firm to those prevailing in an industry or labor market. If a business pays below industry average pay, employees perhaps will think they're being undervalued, and then they start searching for another place where compensation is good and well-being too [24].

Procedural justice in compensation, as well as the distributive side, also is important in this theory. It is important to use transparency in the procedure of establishing salaries, bonuses and promotions in order to create a sense of equity among employees. A merit-based pay

system combined with a fair evaluation process can engender employee trust in the organisation [25]. whereas discretionary decisions, subjective and when no clear criteria there are for it are taken, can result in perception of injustice which is in turn related to lower work motivation [24].

The implications of the justice of compensation theory have been wide-ranging in the context of organizations. Engaged and inspired employees who believe they are being paid fairly do not plan to leave anytime soon, thanks to the fact that compensation is not their top motivator [26]. Meanwhile, when compensation injustice comes, it may motivate adverse behaviors (e.g.: lower effort, more grievances and useless behaviors) that will harm the organization in the long run. Hence, fair and open compensation policy is not just a way to increase the employees' happiness but is also an approach of creating an efficient, effective and sustainable workplace.

2.4 Career Development Motivation

Career Development Motivation is an ongoing process in which individuals and organizations collaborate to enhance competencies, experience, and professional growth opportunities to reach their maximum potential in the world of work [18]. The motivational Career Development is founded on the interplay between personal factors including interest, qualification and motivation related to professional development, and labor market conditions in terms of work place situation, organizational policies and procedures. It is a way not only to increase your technical proficiency but also enhance soft skills, and adjusting to changes in the industry, managing career opportunities.

In an organizational sense, Career Development Motivation refers to more systemic and planned process, in which firms deploy a variety of formal mechanisms for facilitating employee development. Training, mentoring, job rotation and opportunities to further an education are all part of efforts to allow employees to develop their skills and make themselves more marketable. In addition, the existence of a clear and competence dependent performance appraisal system is an important variable predisposing to fair and just Career Development Motivation [27].

From a personal level, Career Development Motivation is the ability to make conscious decisions and create a career path in accordance with one's individual interests, values and purposes. Psychological aspects such as attitudes to self-confidence, adaptability and willingness to continue learning contribute significantly in accounting for how well an individual can exploit available developmental opportunities. With the age of digital transformation and globalization, job skill sets are constantly evolving, so one needs to be flexible as well as knowing when to balance adapting towards market place trends if you want to stay competitive [28].

2.5 Organizational Commitment

Organizational commitment is a psychological aspect that reflects the extent to which individuals feel attached to the organization they work for [29]. This theory emphasizes that commitment is not just a contractual attachment, but a feeling of emotional involvement, aligned values and a desire to remain part of the organization in the long run. Organizational commitment plays an important role in determining employee behavior, such as their level of loyalty, motivation, and contribution to achieving organizational goals [30].

Organizational commitment is often understood through three main dimensions. The first dimension is affective commitment, which refers to the emotional attachment and feeling of belonging to the organization. Employees with high affective commitment feel that their personal values align with the company's vision and mission, so they are encouraged to contribute actively and stay in the organization [31]. The second dimension is ongoing commitment, which is based on rational calculations regarding the benefits and consequences if someone leaves the organization. In this case, employees stay not because of a love for work or organization, but because of external factors such as high job transfer costs or lack of better work alternatives. The third dimension is normative commitment, which reflects a sense of

moral obligation to remain in the organization. Employees with high normative commitment feel that they have a responsibility to repay the support or investment the organization has provided, such as training, education, or Career Development Motivation opportunities [32].

The implications of organizational commitment are broad in a managerial context. A high level of commitment is associated with improved individual performance, greater job satisfaction, as well as a low turnover rate. Organizations that want to build strong commitment among their employees need to create a supportive work environment, provide professional development opportunities, and ensure that the organization's policies reflect the values of fairness and employee well-being. On the other hand, if an organization fails to maintain the commitment of its employees, they can face various challenges, such as low motivation, increased attendance, and the loss of top talent.

By understanding and managing organizational commitments effectively, companies can build a productive and sustainable work culture [33]. A strong commitment is not only beneficial for individuals in terms of job satisfaction and stability, but also for organizations in achieving a competitive advantage in a dynamic and challenging business era [34].

2.6 Employee Retention

Employee retention is one of the important aspects of human resource management that focuses on an organization's efforts to retain its employees over the long term [35]. An effective retention strategy can not only reduce turnover rates, but also increase employee productivity, engagement, and loyalty. In an increasingly competitive and dynamic world of work, organizations are required to create a supportive work environment, provide Career Development.

Employee retention not only depends on the compensation and benefits provided by the organization, but is also influenced by work culture, leadership, and work-life balance [36]. Organizations that implement a holistic approach in their retention strategies will be better able to create a stable and productive workforce. Employee involvement in decision-making, recognition of achievements, and transparent communication are some of the essential elements in creating an emotional bond between employees and the organization. When employees feel valued and have the opportunity to grow, they tend to be more committed to the organization.

One of the main factors that affect employee retention is job satisfaction [37]. Employees who feel satisfied with their work, whether in terms of assigned tasks, work environment, or interpersonal relationships within the organization, have a greater tendency to stay in the organization [38]. This job satisfaction can be earned through a fair reward system, a conducive work environment, and opportunities to learn and grow. Therefore, organizations need to implement an evaluation system that can identify factors that contribute to job satisfaction as well as overcome obstacles that can lead to dissatisfaction.

In addition to job satisfaction, career development is also a determining factor in employee retention [39]. Organizations that provide clear career paths, ongoing training programs, and promotional opportunities will be better able to retain talented employees. When individuals feel that an organization is investing in their professional growth, they tend to feel more motivated to stay within the company. As such, organizations need to design development programs that are not only oriented towards improving technical skills, but also on developing leadership and managerial skills.

Leadership in the organization also plays an important role in employee retention [40]. A leadership style that is supportive, communicative, and inspiring can increase an employee's emotional attachment to the organization. Leaders who are able to provide constructive feedback, build positive working relationships, and create an inclusive work culture will be better able to retain employees in the long run. Therefore, organizations must ensure that leaders and managers have the skills to build effective relationships with their teams.

3. Methodology

This study uses a conceptual approach to explain the relationship between employee well-being, compensation fairness, career development motivation, and organizational commitment to building sustainable employee retention. This approach aims to clarify theoretical constructions and develop new interpretations based on existing literature. Based on previous research findings, compensation fairness, career development motivation, and employee well-being can affect employee retention rates. Therefore, this study raises several key questions to discuss: (1) Does compensation fairness positively affect organizational commitment, career development motivation, and employee retention. (2) How do career development motivation and organizational commitment mediate the relationship between compensation fairness and employee retention?. (3) Does employee well-being moderate the relationship between compensation fairness and employee retention?. The result of this conceptual approach is an empirically testable framework to understand how those factors interact and affect employee retention in the future.

4. Results & Discussion

4.1 The Effect of Compensation Fairness on Organizational Commitment

Compensation fairness is one of the important dimensions of organizational fairness that reflects employees' perceptions of the fairness of the distribution of awards for their contributions [41], [42], [43]. In this context, the fairness of compensation includes not only the amount of salary, but also includes transparency, consistency, and fair procedures in the determination of compensation. Study by [44] emphasizes that fair and equitable compensation is a key cultural factor that enhances member organizations' commitments. This suggests that the perception of fairness in compensation can affect the extent to which employees feel attached and committed to the organization.

Organizational commitment refers to an employee's psychological attachment to the organization, which includes a desire to remain part of the organization and contribute to the maximum. Research by [45] Demonstrating that compensation fairness can increase organizational commitment, as employees feel valued and treated fairly. In addition, a study by [46] Highlight that transparency in the compensation system can affect perceptions of procedural and distributive fairness, which in turn can increase employee commitment to the organization.

Furthermore, research by [47] emphasizes that compensation fairness not only affects affective commitment, but can also reduce employees' intention to leave the organization. This shows that fairness in the compensation system has a strategic role in retaining employees and increasing their loyalty to the organization. As such, organizations need to ensure that the compensation system implemented is fair and transparent to increase employee commitment and reduce employee turnover.

4.2 The Effect of Reasonableness Compensation has a positive effect on career development motivation

Compensation fairness, as part of organizational fairness, increases employees' motivation for self-development and career advancement when they perceive their rewards as fair and proportionate to their contributions [48]. This is because the perception of fairness in compensation can increase confidence and job satisfaction [49], which in turn encourages employees to actively participate in the career development programs offered by the organization [50].

Additionally, compensation fairness can also affect employees' perceptions of organizational support for their career development. In this context, research by [51] shows that a fair and transparent compensation system can improve employees' perception of organizational support in career development, particularly in small and medium-sized enterprises (SMEs). Thus,

compensation fairness affects not only the motivation of individuals, but also the perception of the overall work environment, which ultimately has a positive impact on the development of employees' careers.

Furthermore, compensation fairness can contribute to sustainable career development by creating a work environment that supports learning and professional growth. Study by [52] emphasizing the importance of lifelong learning and skills development in achieving sustainable career development, especially in the context of gender equality in Bangladesh. By providing fair compensation, organizations can encourage employees to continue learning and developing their skills, which in turn increases their career opportunities and contributions to the organization.

4.3 The Effect of Compensation Fairness Has a Positive Effect on Employee Retention

Compensation fairness has a positive effect on employee retention based on the theory of organizational justice, which emphasizes the importance of employees' perceptions of fairness in the treatment and distribution of resources in the workplace [48]. Compensation fairness, which includes fairness in the structure of salary, benefits, and incentives, plays an important role in shaping that perception [49]. When employees feel that the compensation they receive is fair compared to their contributions and colleagues, they tend to show higher loyalty and a desire to stay in the organization [53]. Conversely, injustice in compensation can fuel dissatisfaction [50], lowers motivation [54], and increase the intention to leave the organization [55]

Research by [56] Reinforcing this relationship by finding that perceptions of fairness in human resource management practices, including compensation, significantly increase engineers' intention to stay employed in construction companies in India. This study shows that fairness in compensation not only increases job satisfaction but also strengthens employee commitment to the organization, which ultimately reduces turnover rates. These findings highlight the importance of organizations implementing fair compensation practices as an effective employee retention strategy.

In addition, ten, [57] In the book "Compensation and Benefits" emphasizes that a fair and transparent compensation system can improve job satisfaction and employee loyalty. They suggest that organizations should routinely review and adjust their compensation structures to ensure internal and external fairness. Thus, the application of compensation fairness not only meets the moral and ethical aspects, but is also a smart business strategy to retain the best talent in the organization.

4.4 The Effect of Organizational Commitment on Employee Retention

Organizational commitment has a positive effect on employee retention based on organizational theory and work behavior that emphasizes the importance of emotional and psychological bonds between employees and the organization [58]. Organizational commitment reflects the extent to which employees feel attached and loyal to the organization they work for [59]. When employees have a high level of commitment, they tend to show a stronger desire to stay within the organization, thus increasing employee retention rates [60].

Research by [61] This shows that organizational commitment has a significant relationship with employee retention. In a bibliometric analysis of the relevant literature, it was found that organizational commitment plays an important role in influencing employees' decisions to stay in the organization. This suggests that an organization's efforts to increase employee engagement can have a positive impact on employee retention.

In addition, a study by [62] reveals that organizational trust has a significant impact on employees' intention to stay, with management innovation and job satisfaction as a mediator. These findings highlight the importance of creating supportive and innovative work environments to improve employee engagement and retention.

4.5 The Influence of Communication on Entrepreneurial Well-being

Career development motivation reflects an employee's intrinsic drive to improve his or her

competencies, abilities, and future career opportunities [63]. Employees who are highly motivated to develop their careers tend to be more proactive in seeking training, new experiences, and demonstrating a commitment to improving individual performance [64]. This drive provides a sense of meaning and direction in the work, which ultimately reinforces emotional attachment and loyalty to the organization [65]. In the context of human resource management, career development motivation also creates a reciprocal relationship between individuals and organizations, where companies provide support and career opportunities that are responded to with loyalty and long-term intent from employees [66].

In addition, empirical research shows that when organizations support Career Development Motivation through a fair system of training, coaching, and promotion, employees' career motivation increases, and directly affects their retention rates [67]. Employees who feel that the organization cares about their career growth will develop a strong sense of belonging and psychological attachment [68]. This is in line with the theory *Social Exchange* which states that individuals will reciprocate the organization's positive treatment with favorable behaviors, such as commitment and desire to stay employed in the long term [69].

4.6 Employee well-being moderates the relationship between Compensation Fairness and Employee Retention

Employee well-being strengthens the relationship between compensation fairness and employee retention [70] When employee well-being levels are high, perceptions of compensation fairness tend to increase loyalty and a desire to stay employed within the organization [71]. Conversely, low well-being can undermine the positive effects of compensation fairness on employee retention [72]. Thus, employee well-being becomes an important psychological factor that fosters a sense of security and job satisfaction [73]. This suggests that an effective retention strategy must consider the balance between fair compensation and the overall well-being of employees.

Based on the background that has been explained, the research draws a frame of mind, namely the Influence of *Employee Well-being*, *Compensation Fairness*, *Career Development*, and *Organizational Commitment* on *Employee Retention* as follows:

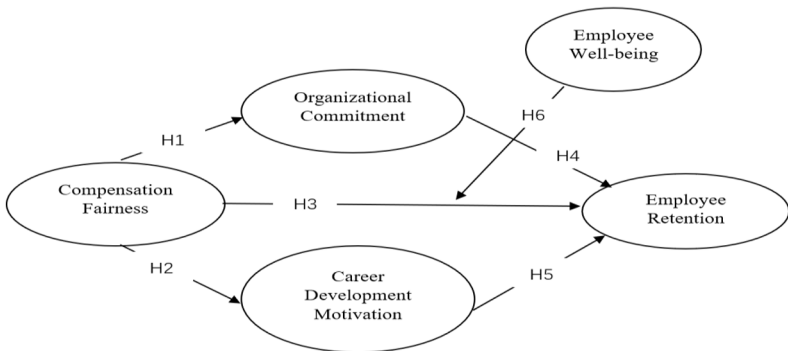


Figure 1. Research Framework

The model illustrates the influence of *Compensation Fairness* on *Employee Retention* directly or indirectly through *Organizational Commitment* and *Career Development Motivation*, as well as the additional influence of *Employee Well-being*. Each hypothesis path shows causal relationships between variables in an attempt to explain the factors that increase employee retention.

5. Conclusion

The results of the conceptual study show that compensation fairness plays a strategic role in shaping employee behavior and attitudes towards the organization. A fair and transparent compensation system increases organizational commitment, career development motivation, and employee retention. Employee well-being also serves as a moderation factor that strengthens the relationship between Compensation Fairness and retention, as wealthy employees are more likely to maintain a positive relationship with the organization. Thus, improving wellbeing, compensation fairness, and career motivation support are integrated strategies to strengthen loyalty and reduce turnover rates in a sustainable manner.

References

- [1] G. Cachón-Rodríguez, A. Blanco-González, C. Prado-Román, and C. Del-Castillo-Feito, 'How sustainable human resources management helps in the evaluation and planning of employee loyalty and retention: Can social capital make a difference?', *Evaluation and Program Planning*, vol. 95, pp. 1–10, 2022, doi: 10.1016/j.evalprogplan.2022.102171.
- [2] J. Lu, S. Guo, J. Qu, W. Lin, and B. Lev, "'Stay" or "Leave": Influence of employee-oriented social responsibility on the turnover intention of new-generation employees', *Journal of Business Research*, vol. 161, p. 113814, 2023, doi: <https://doi.org/10.1016/j.jbusres.2023.113814>.
- [3] F. Ferdian, M. H. Hanafiah, H. Suyuthic, N. Wulansari, and T. Putra, 'Organizational HR practices and employee retention in hotels: the moderating role of co-worker influence and market turbulence', *International Journal of Organization Theory & Behavior*, pp. 1–22, Nov. 2025, doi: 10.1108/IJOTB-11-2024-0229.
- [4] G. L. Seran, D. Subiyanto, and I. S. Kurniawan, 'Effect of Organizational Commitment, Compensation and Job Satisfaction on Employee Performance Through Organizational Citizenship Behavior In Bank BPD DIY Employees Senopati Branch Office', *Bina Bangsa International Journal of Business and Management*, vol. 1, no. 1, pp. 39–50, 2021, doi: 10.46306/bbijbm.v1i1.4.
- [5] P. Pekerja and D. I. Tasikmalaya, 'Home of Management and Bussiness Journal', vol. 3, no. 2, pp. 69–74, 2024, doi: 10.26753/hombis.v3i2.1475.
- [6] E. Susanto, N. A. Othman, A. I. S. Tjaja, S. T. Rahayu, S. Gunawan, and A. Saptari, 'The Impact of Collaborative Networks on Supply Chain Performance: A Case Study of Fresh Vegetable Commodities in Indonesia', *Agraris*, vol. 9, no. 1, pp. 79–99, 2023, doi: 10.18196/agraris.v9i1.134.
- [7] I. B. N. Dwisuardinata and G. S. Darma, 'The Impact of Social Influence, Product Knowledge, and Fear of Missing Out (FOMO) towards Purchase Intention on Alcoholic Beverage in Bali', *Binus Business Review*, vol. 14, no. 1, pp. 1–11, 2022, doi: 10.21512/bbr.v14i1.8919.
- [8] A. S. Rahmat and I. Tahier, 'TERHADAP RETENSI KARYAWAN PADA PERUMDA AIR MINUM TIRTA LATIMOJONG (PAMTL) KABUPATEN LUWU', vol. 7, no. 3, pp. 726–738, 2024.
- [9] Y. Sun, H. Gonzalez-Jimenez, and S. Wang, 'Examining the relationships between e-WOM, consumer ethnocentrism and brand equity', *Journal of Business Research*, vol. 130, no. September, pp. 564–573, 2021, doi: 10.1016/j.jbusres.2019.09.040.
- [10] M. Wu, R. Wang, P. He, C. Estay, and Z. Akram, 'Examining how ambidextrous leadership relates to affective commitment and workplace deviance behavior of employees: The moderating role of supervisor-subordinate exchange guanxi', *International Journal of Environmental Research and Public Health*, vol. 17, no. 15, pp. 1–18, 2020, doi: 10.3390/ijerph17155500.
- [11] L. Jena and U. Nayak, 'Organizational career development and retention of millennial employees: role of job satisfaction, organizational engagement and employee empowerment', *International Journal of Organization Theory & Behaviour*, vol. 26, no. 12, pp. 115–131, 2023, doi: <https://doi.org/10.1108/IJOTB-08-2022-0159>.
- [12] I. Iryansyah, 'PENGARUH KEADILAN ORGANISASIONAL TERHADAP PERILAKU KERJA KONTRA PRODUKTIF DAN DAMPAKNYA PADA KEPUASAN KERJA PEGAWAI DINAS SOSIAL PROVINSI KALIMANTAN BARAT', *Equator Journal of Management and Entrepreneurship (EJME)*, vol. 8, July 2020, doi: 10.26418/ejme.v8i3.43636.
- [13] J. N. Itri, M. A. Bruno, N. Lalwani, R. F. Munden, and R. Tappouni, 'The Incentive Dilemma: Intrinsic Motivation and Workplace Performance', *Journal of the American College of Radiology*, vol. 16, no. 1, pp. 39–44, 2019, doi: <https://doi.org/10.1016/j.jacr.2018.09.008>.
- [14] S. Sopian, 'Pengaruh Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan Pada Rumah Sakit Di Jakarta', *Jurnal Minfo Polgan*, vol. 12, pp. 2793–2798, Jan. 2024, doi: 10.33395/jmp.v12i2.13392.

- [15] Q. Chen, M. Chen, L. Lin, and X. Bai, 'The Challenge–Hindrance–Threat Appraisal Framework and the Differential Effects on Employees' Work Well-Being and Behaviors', *Behavioral Sciences*, vol. 14, no. 9, 2024, doi: 10.3390/bs14090734.
- [16] Karen Danna and Ricky W Griffin, 'Health and Well-Being in the Workplace: A Review and Synthesis of the Literature', *Journal of Management*, vol. 25, no. 3, pp. 357–384, June 1999, doi: 10.1177/014920639902500305.
- [17] J. Braojos, P. Weritz, and J. Matute, 'Empowering organisational commitment through digital transformation capabilities: The role of digital leadership and a continuous learning environment', *Information Systems Journal*, no. June 2022, pp. 1–27, 2024, doi: 10.1111/isj.12501.
- [18] M. M. Hasan and S. Ara Chowdhury, 'Assessing the Influence of Training and Skill Development Initiatives on Employee Performance: a Case Study of Private Banks in Dhaka, Bangladesh', *Malaysian Business Management Journal*, vol. 2, no. 2, pp. 74–79, 2023, doi: 10.26480/mbmj.02.2023.74.79.
- [19] A. Fadhli, D. Komardi, and R. Putra, 'Commitment, Competence, Leadership Style, and Work Culture on Job Satisfaction and Employee Performance at the Office of the Ministry of Religion, Kampar District', *Journal of Applied Business and Technology*, vol. 3, no. 1, pp. 56–72, 2022, doi: 10.35145/jabt.v3i1.90.
- [20] F. Indra and Z. Rialmi, 'Pengaruh Work-Life Balance, Burnout, dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan (Studi Kasus Pada Karyawan PT Meka Eduversity Komunikasi)', *Jurnal Madani: Ilmu Pengetahuan, Teknologi, dan Humaniora*, vol. 5, pp. 90–99, Sept. 2022, doi: 10.33753/madani.v5i2.223.
- [21] Y. M. Kundi, M. Aboramadan, E. M. I. Elhamalawi, and S. Shahid, 'Employee psychological well-being and job performance: exploring mediating and moderating mechanisms', *International Journal of Organizational Analysis*, vol. 29, no. 3, pp. 736–754, 2020, doi: 10.1108/IJOA-05-2020-2204.
- [22] M. I. Rasheed, W. N. Jamad, and A. H. Pitafi, 'Perceived compensation fairness, job design, and employee motivation: The mediating role of working environment', 2020, *sajms.iurc.edu.pk*.
- [23] Dwi Ardian, M. Nurhayati, and M. Madris, 'Influence of Compensation Procedural Fairness and Employee Engagement on Workforce Agility and Its Impact on Employee Performance', *International Journal of Applied Management and Business*, vol. 1, no. 2, pp. 95–104, 2023, doi: 10.54099/ijamb.v1i2.676.
- [24] H. Jo and D. Shin, 'The impact of recognition, fairness, and leadership on employee outcomes: A large-scale multi-group analysis', *PLoS ONE*, vol. 20, no. 1, pp. 1–25, 2025, doi: 10.1371/journal.pone.0312951.
- [25] J. An and M. Abdul Lasi, 'The Influence of Fairness for Performance Salary on Employee Pay-Satisfaction', *Frontiers in Business, Economics and Management*, vol. 15, pp. 39–42, July 2024, doi: 10.54097/te2ygg62.
- [26] W. Murty and G. Hudiwinarsih, 'PENGARUH KOMPENSASI, MOTIVASI DAN KOMITMEN ORGANISASIONAL TERHADAP KINERJA KARYAWAN BAGIAN AKUNTANSI (STUDI KASUS PADA PERUSAHAAN MANUFAKTUR DI SURABAYA)', *The Indonesian Accounting Review*, vol. 2, p. 215, July 2012, doi: 10.14414/tiar.v2i02.97.
- [27] J. K. Scroggins, P. D. Koppel, B. Jones-Hepler, L. Matos, D. Noonan, and K. Reuter-Rice, 'Envisioning career trajectory post-PhD in nursing: Lessons learned from a professional development project', *Journal of Professional Nursing*, vol. 46, pp. 179–186, 2023, doi: <https://doi.org/10.1016/j.profnurs.2023.03.011>.
- [28] S. Hosen, S. R. Hamzah, I. Arif Ismail, S. Noormi Alias, M. Faiq Abd Aziz, and M. M. Rahman, 'Training & development, career development, and organizational commitment as the predictor of work performance', *Heliyon*, vol. 10, no. 1, p. e23903, 2024, doi: <https://doi.org/10.1016/j.heliyon.2023.e23903>.
- [29] N. Ulifa, N. Mas, and R. P. Suci, '... Organizational Support Dan Self Efficacy Pada Organizational Citizenship Behavior Serta Peran Mediasi Organizational Commitment (Studi Pegawai Satpol Pp Kota ...)', *Jurnal Pendidikan Dasar Dan Sosial ...*, 2023.
- [30] J. Mathew, P. Shetty, and S. Nair, 'Role Of Spiritual Intelligence And Occupational Stress On Organizational Commitment: Evidence From Outsourcing Industry', 2020, *jreview.com*.
- [31] A. H. H. OlafsenOlafsen, E. R. E. NilsenNilsen, S. SmedsrudSmedsrud, and D. KamaricKamaric, 'Sustainable development through commitment to organizational change: the implications of organizational culture and individual readiness for change', *Journal of Workplace Learning*, vol. 33, no. 3, pp. 180–196, 2021, doi: <https://doi.org/10.1108/JWL-05-2020-0093>.
- [32] P. Lakshmi Narayanamma, S. Neelima, and K. Mounika, 'Employee Engagement and Organizational Performance: A Literature Review', *Journal of Positive School Psychology*, vol. 2022, no. 3, pp. 3558–3563, 2022.
- [33] Y. Yang, A. U. Din, Q. Mohi Ud Din, and I. U. Khan, 'Green leadership in manufacturing industry: Unveiling the green Revolution's impact on organizational performance', *Heliyon*, vol. 10, no. 6, p. e27831, 2024, doi: <https://doi.org/10.1016/j.heliyon.2024.e27831>.

- [34] H. Yao and L. Ma, 'Improving teacher career satisfaction through distributed leadership in China: The parallel mediation of teacher empowerment and organizational commitment', *International Journal of Educational Development*, vol. 104, p. 102960, 2024, doi: <https://doi.org/10.1016/j.ijedudev.2023.102960>.
- [35] Manju Nair, 'Employee retention a top priority and what if it doesn't work: Time to look at an ideal notice period', *Human Systems Management*, vol. 44, no. 1, pp. 36–48, Jan. 2025, doi: 10.3233/HSM-230220.
- [36] A. Hassan, C. Donianto, T. Kiolol, and T. Abdullah, 'Pengaruh Talent Management Dan Work Life Balance Terhadap Retensi Karyawan Dengan Mediasi Dukungan Organisasi', *Modus*, 2022.
- [37] K. Bahrin and M. Yusuf, 'PENGARUH KOMPENSASI DAN KEPUASAN KERJA TERHADAP RETENSI KARYAWAN (Studi Kasus Pada PT. Interaktif Media Siber)', (*JEMS) Jurnal Entrepreneur dan Manajemen Sains*, vol. 3, pp. 260–271, June 2022, doi: 10.36085/jems.v3i2.3399.
- [38] S. Martdinata, 'Pengaruh Work Life Balance terhadap Keterikatan Pegawai dengan Kepuasan Kerja sebagai Variabel Intervening pada Biro Manajemen Barang Milik Negara (BMN) ...', *AKADEMIK: Jurnal Mahasiswa Humanis*, 2025.
- [39] J. Ekonomi, M. S. Program, and N. Sumatra, 'The Influence Of Career Development On Employee Retention With Job Satisfaction As An Intervening Variable PT . Socfindo Tanah Besih', vol. 13, no. 02, pp. 1805–1818, 2024, doi: 10.54209/ekonomi.v13i02.
- [40] F. Frimandi, C. Zamroni, M. Hermawan, N. Sakdiya, Z. Hanifah, and N. Putri, 'Pengaruh Kepemimpinan Partisipatif dan Lingkungan Kerja Terhadap Retensi Karyawan di Industri Ritel', *Revenue: Lentera Bisnis Manajemen*, vol. 3, pp. 33–43, Mar. 2025, doi: 10.59422/lbm.v3i01.574.
- [41] V. Y. Haines, D. Patient, and S. Guerrero, 'The fairness of human resource management practices: an assessment by the justice sensitive', *Frontiers in Psychology*, vol. 15, no. March, pp. 1–12, 2024, doi: 10.3389/fpsyg.2024.1355378.
- [42] S. Zhao, Z. Ma, H. Li, Z. Wang, Y. Wang, and H. Ma, 'The Impact of Organizational Justice on Turnover Intention Among Primary Healthcare Workers: The Mediating Role of Work Motivation', *Risk Management and Healthcare Policy*, vol. 17, no. November, pp. 3017–3028, 2024, doi: 10.2147/RMHP.S486535.
- [43] C. M. Henn, J. D. Houghton, and C. B. Neck, 'What matters more in pay satisfaction? Pay information, pay transparency and organizational justice', *Employee Relations*, vol. 47, no. 2, pp. 397–422, Apr. 2025, doi: 10.1108/ER-07-2024-0378.
- [44] J. Lee, 'Perceptions of organizational politics and organizational commitment: role of personal motive and ability', *International Journal of Organization Theory & Behavior*, vol. 27, no. 2, pp. 139–160, Jan. 2024, doi: 10.1108/IJOTB-05-2023-0107.
- [45] J. Choi and C. C. Chen, 'The relationships of distributive justice and compensation system fairness to employee attitudes in international joint ventures', *Journal of Organizational Behavior*, vol. 28, no. 6, pp. 687–703, Aug. 2007, doi: <https://doi.org/10.1002/job.438>.
- [46] R. Stofberg, M. Bussin, and C. M. Mabaso, 'Pay transparency , job turnover intentions and the mediating role of perceived organizational support and organizational justice', 2022, doi: 10.1108/ER-02-2022-0077.
- [47] G. K. Wisnuwardani and F. Mas, 'Studi Perawat Wanita Rumah Sakit Paru dr . Ario Wirawan Pengaruh Work-Family Conflict Terhadap Kinerja Perawat Wanita', vol. 13, pp. 1–11, 2024.
- [48] P.-C. Chang, X. Geng, and Q. Cai, 'The Impact of Career Plateaus on Job Performance: The Roles of Organizational Justice and Positive Psychological Capital', 2024, doi: 10.3390/bs14020144.
- [49] L. Das and S. Mohanty, 'How to Develop Human Capital ThrougH organizational JustiCe, organizational CitizensHIp BeHavior, and organizational Commitment', *Folia Oeconomica Stetinensia*, vol. 24, no. 2, pp. 69–99, 2024, doi: 10.2478/fofi-2024-0017.
- [50] B. Prayuda and A. Herminingsih, 'The Effect of Organizational Justice, Compensation, and Work Motivation to Organizational Commitment and Employee Performance at PT. Recruitfirst Indonesia', *Indonesian Journal of Business Analytics*, vol. 4, no. 1, pp. 37–52, 2024, doi: 10.55927/ijba.v4i1.7906.
- [51] J. Joo, D. Kim, J. H. Song, and M. Yoo, 'Is career development resource always perceived good in SMEs? A comparative analysis of employment', *European Journal of Training and Development*, vol. ahead-of-p, no. ahead-of-print, Jan. 2025, doi: 10.1108/EJTD-07-2024-0098.
- [52] M. J. Alam, M. A. Hafaz, and F. H. Methé, 'Skills development for sustainable career planning in Bangladesh: the case of gender equality in education', *Quality Education for All*, vol. 1, no. 2, pp. 60–79, Jan. 2024, doi: 10.1108/QEA-01-2024-0014.
- [53] K.-K. Moon, J. Lim, and J.-S. Kim, 'Examining the Effect of Organizational Justice on Turnover Intention and the Moderating Role of Generational Differences: Evidence from Korean Public Employees', 2024, doi: 10.3390/su16062454.
- [54] J. H. Evans, M. (Shuai) Ma, and Y. (John) Yang, 'Seeking justice: Inequitable management compensation and employee whistleblowing', *Accounting, Organizations and Society*, vol. 113, no. September, p. 101576, 2024, doi: 10.1016/j.aos.2024.101576.

- [55] A. M. Snyman, M. Coetzee, and N. Ferreira, 'The psychological contract and retention practices in the higher education context: the mediating role of organisational justice and trust.', *South African Journal of Psychology*, vol. 53, no. 2, pp. 185–198, June 2023, doi: 10.1177/00812463221129067.
- [56] M. Hazeen Fathima and C. Umarani, 'Fairness in human resource management practices and engineers' intention to stay in Indian construction firms', *Employee Relations: The International Journal*, vol. 45, no. 1, pp. 156–171, Jan. 2023, doi: 10.1108/ER-07-2021-0308.
- [57] F. Diez, M. Bussin, and V. Lee, 'Compensation and Benefits', in *Fundamentals of HR Analytics*, Emerald Publishing Limited, 2019, pp. 187–205. doi: 10.1108/978-1-78973-961-920191009.
- [58] H. V. The, 'Analysis of the Effect of Job Satisfaction on Employee Performance With Organizational Commitment As a Mediating Variable', *Journal of Economic, Bussines and Accounting (COSTING)*, vol. 8, no. 1, pp. 161–173, 2025, doi: 10.31539/costing.v8i1.13885.
- [59] Fitria Damayanti and Didit Darmawan, 'the Influence of Organizational Commitment and Job Satisfaction on Employee Performance', *Jurnal Manajemen Bisnis dan Terapan*, vol. 3, no. 1, pp. 104–108, 2025, doi: 10.20961/meister.v3i1.2063.
- [60] A. Živković, 'Employee Retention Through Organizational Commitment By Strengthening Organizational Justice and Organizational Support', *Economic Thought and Practice*, vol. 29, no. 2, pp. 601–623, 2020, doi: 10.17818/EMIP/2020/2.14.
- [61] D. F. S. Sastra and S. Hanifah, 'A Bibliometric Analysis of Employee Retention in Digital Era : Trends, Key Contributors , and Future Direction', 2024.
- [62] M. Lin, 'THE IMPACT OF ORGANIZATIONAL TRUST ON EMPLOYEE RETENTION INTENTION: THE MEDIATING EFFECTS OF MANAGEMENT INNOVATION AND JOB SATISFACTION', vol. 5, no. 42, 2023.
- [63] Q. Zhang, H. Yu, R. Xiong, X. Ge, and L. Gao, 'Can Gratitude Help to Craft Your Career? The Role of Prosocial Motivation and Intrinsic Motivation', 2024. doi: 10.3390/bs14100877.
- [64] M. G. Syahdi, H. Widhiastuti, and R. Dewi, 'The Role of Employee Engagement in Mediating Perceived Organizational Support and Employee Development on Work Motivation', *Eduvest - Journal of Universal Studies*, vol. 4, no. 11, pp. 10993–11011, 2024, doi: 10.59188/eduvest.v4i11.49978.
- [65] L. Lestari and T. Y. R. Syah, 'Employee Retention Through Satisfaction and Engagement from Career and Compensation', *Academia Open*, vol. 10, no. 2, pp. 1–13, 2025.
- [66] Mustabsyiroh Kumala and Yuniardi Rusdianto, 'The Influence of Career Development and Perceived Organizational Support (POS) on Employee Retention Through Employee Performance at PT. Graha Agung Perkasa', *Formosa Journal of Multidisciplinary Research*, vol. 3, no. 4, pp. 185–198, 2024, doi: 10.55927/fjmr.v3i4.8994.
- [67] F. Mulyadi, 'The Influence of Training and Career Development on Employee Job Satisfaction', *Almana: Jurnal Manajemen dan Bisnis*, vol. 4, no. 2, pp. 290–296, 2020, doi: 10.36555/almana.v4i2.1417.
- [68] N. Fitria, F. Muttajien, and V. L. Rizki, 'the Influence of Career Development and Organizational Culture on Gen Z Employee Retention', *International Journal of Global Accounting, Management, Education, and Entrepreneurship*, vol. 5, no. 1, pp. 159–163, 2024, doi: 10.48024/ijgame.2.v5i1.184.
- [69] D. D. Likardo and P. Praningrum, 'The effect of perceived organizational support and organizational commitment on turnover intention: Mediated by job satisfaction', *Jurnal Fokus Manajemen Bisnis*, vol. 15, no. 1, pp. 37–54, 2025, doi: 10.12928/fokus.v15i1.12562.
- [70] A. L. C. Tadeja, M. S. Ranque, M. G. Unico, and M. V. Abante, 'Compensation Scheme and Financial Well-being of the Bureau of Internal Revenue Employees in the National Capital Region of the Philippines', vol. 4, no. 2, 2024.
- [71] J. Mohrenweiser and C. Pfeifer, 'Wage Structures , Fairness Perceptions , and Job Satisfaction : Evidence from Linked Employer-Employee Data', pp. 2291–2308, 2023.
- [72] R. Wahyuningtyas, 'The Effect of Compensation , Work Life Balance and Employee Well-Being on Turnover Intention at PT AAA', no. 2006, pp. 2086–2096, 2012.
- [73] B. Sypniewska, M. Baran, and M. Kłos, *Work engagement and employee satisfaction in the practice of sustainable human resource management – based on the study of Polish employees*. Springer US, 2023. doi: 10.1007/s11365-023-00834-9.

Open Access This chapter is licensed under the terms of the Creative Commons Attribution-NonCommercial 4.0 International License (<http://creativecommons.org/licenses/by-nc/4.0/>), which permits any noncommercial use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license and indicate if changes were made.

The images or other third party material in this chapter are included in the chapter's Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the chapter's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder.

