

STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICES AND EMPLOYEE RETENTION IN THE MANUFACTURING SECTOR: THE ROLES OF ORGANIZATIONAL COMMITMENT, JOB SATISFACTION, WORK EXPERIENCE, AND JOB HOPPING

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Abstract

This study examines the influence of strategic human resource management (SHRM) practices compensation, employee participation, training and development, performance appraisal, supervisor support, and occupational health and safety on organizational commitment, job satisfaction, and employee retention within the manufacturing sector in Banten, Indonesia. Using a quantitative cross-sectional survey of 268 respondents and Structural Equation Modeling Partial Least Squares (SEM–PLS), the findings demonstrate that four HR practices compensation, participation, training and development, and performance appraisal significantly enhance organizational commitment, while supervisor support and health and safety do not exhibit significant effects. Organizational commitment strongly predicts both job satisfaction and employee retention, with job satisfaction serving as a significant mediator in the commitment–retention relationship. Work experience moderates the relationship between supervisor support and commitment, indicating that employees with longer tenure are less influenced by supervisory support. Conversely, job hopping does not significantly moderate the commitment–retention link. Overall, the model demonstrates strong predictive relevance, highlighting the central role of commitment and satisfaction in shaping employee retention outcomes. These findings reinforce existing theoretical perspectives from Social Exchange Theory and the JD-R framework, while providing contextual insights for improving HRM strategies in Indonesia’s manufacturing industry.

Keywords: Employee Retention; Organizational Commitment; Job Satisfaction; Strategic Human Resource Management; Compensation; Employee Participation; Manufacturing Sector.

1. INTRODUCTION

The manufacturing industry in Indonesia particularly in Banten Province constitutes a critical component of the national economic structure, contributing both to industrial output and labor absorption. Despite this strategic role, the sector continually faces persistent challenges related to employee retention, which remains one of the most pressing human resource issues. High rates of job-hopping and relatively short employee tenure have been documented, indicating unstable workforce dynamics that negatively affect productivity and organizational continuity (Nababan & Purba, 2023). These patterns suggest that manufacturing companies must strengthen retention strategies to maintain operational efficiency and reduce turnover-related costs. Given these conditions, employee retention is increasingly recognized as a determinant of long-term competitiveness in the region’s industrial landscape.

Within the field of human resource management (HRM), a range of practices including compensation, employee participation, supervisor support, occupational health and safety, training and development, and performance appraisal have been found to influence employee attitudes and behaviors. These HRM practices play pivotal roles in shaping organizational commitment, job satisfaction, perceptions of work experience, and tendencies toward job-hopping, ultimately contributing to retention outcomes. In the manufacturing context of Banten, the interaction between these practices becomes particularly relevant due to the demanding nature of production environments and labor market competition. For this reason, understanding how HRM practices operate simultaneously to affect employee behavior provides an important contribution to workforce sustainability research. This study therefore aims to examine the interrelationships among these variables in a comprehensive model tailored to the Indonesian manufacturing context.

Compensation remains one of the most influential HRM factors affecting employee retention, particularly in industries with strong labor market competition. In Banten, many manufacturing companies struggle with high production costs and wage disparities compared to firms located in established industrial zones, leading to suboptimal compensation structures (Hee et al., 2018). When compensation packages are perceived as insufficient or non-transparent, employees tend to seek better employment prospects elsewhere, thereby increasing turnover. Such mobility is further amplified by external offers that appear more attractive to skilled production workers. Consequently, compensation becomes a critical dimension in understanding why retention remains problematic in the region.

Employee participation also plays a vital role in shaping organizational commitment and job satisfaction, yet this construct remains underexplored in Indonesian manufacturing settings. Workers in Banten's production facilities often engage primarily in task execution without being invited to contribute to decision-making processes, shift arrangements, or continuous improvement initiatives (Alam et al., 2024; Cherif, 2020). This limited involvement reduces employees' sense of empowerment and diminishes their psychological ownership of organizational outcomes. When workers perceive that their voices are not valued, their motivation and satisfaction decline, gradually increasing their inclination to leave the organization. As a result, inadequate participation structures directly and indirectly reinforce retention challenges.

Supervisor support has been consistently recognized in HRM literature as a determinant of motivation, emotional engagement, and employee commitment. In Banten's manufacturing environments, characterized by shift rotations, tight production schedules, and strict output targets, supervisor support becomes essential for fostering meaningful work experiences (Afota et al., 2025; Ramadan et al., 2024). Supportive behaviors such as constructive feedback, recognition of achievements, and concern for work-life balance influence how employees interpret the value of their role within the organization. However, when supervisory support is lacking, employees feel undervalued and disconnected from organizational objectives, thereby increasing turnover intentions. These dynamics illustrate why supervisory practices must be carefully examined within retention models.

Occupational health and safety (OHS) constitute another major HRM dimension and is not merely a regulatory requirement but a fundamental aspect of employee well-being. Although empirical research on OHS in Indonesia remains limited, global studies reveal that safe and healthy work environments foster stronger organizational commitment and reduce employees' desire to leave (Hughes & Ferrett, 2011). In the manufacturing facilities of Banten, OHS practices such as ergonomic work systems, adequate safety training, and consistent risk-management procedures significantly influence employee perceptions of workplace security. Employees who feel protected and safe tend to develop stronger loyalty toward their organization. Therefore, well-implemented OHS programs can serve as a preventative mechanism against turnover.

Training and development represent long-term HR investments that enhance employee competencies, performance outcomes, and loyalty. In an era where manufacturing technologies and automation are rapidly advancing, workers in Banten increasingly require continuous upskilling and reskilling to remain competitive (Dechawatanapaisal, 2018). When employees perceive insufficient opportunities for learning and career development, they may feel professionally stagnant, motivating them to seek external employment opportunities. Conversely, organizations that provide structured and relevant training programs tend to experience higher levels of job satisfaction and commitment. This makes training and development particularly important in understanding retention patterns among industrial workers.

Performance appraisal systems also contribute significantly to employee retention when implemented fairly, consistently, and transparently. In manufacturing operations, however, performance evaluation often focuses heavily on output quantity rather than developmental aspects, which may reduce perceptions of fairness and recognition. When employees feel that appraisals do not reflect their efforts or do not support their growth, they may evaluate the organization negatively and consider seeking other employment options. In contrast, clear and credible appraisal systems have been shown to strengthen employees' psychological attachment to their organization. Thus, performance appraisal emerges as a key HRM factor influencing attitudes relevant to retention.

Work experience, encompassing both the duration and quality of employees' tenure, is increasingly recognized as an important determinant of commitment and retention. Longer work experience typically corresponds with stronger organizational attachment, while shorter or fragmented experience characterized by frequent job-hopping indicates lower retention potential (Hee et al., 2018; Saleem & Qamar, 2017). In Banten's manufacturing sector, employees who face high production pressure, limited job rotation, or inadequate competency enhancement often choose to move to other companies offering perceived improvements. This turnover behavior contributes to unstable manpower conditions within the region. Therefore, understanding work experience patterns is essential for explaining employee mobility.

Job satisfaction has been widely established as a central factor in predicting turnover intention and retention outcomes. Indonesian manufacturing studies show that job satisfaction is strongly shaped by working conditions, compensation fairness, recognition, and opportunities for development (Cherif, 2020; Riadi et al., 2025). When these conditions are perceived positively, employees exhibit stronger commitment and reduced tendencies to leave. Conversely, dissatisfaction with any of these factors contributes directly to higher turnover intentions. Hence, job satisfaction acts as a crucial psychological mechanism linking HRM practices to retention.

Organizational commitment reflects the depth of employees' emotional and psychological attachment to their workplace. Research in manufacturing settings consistently shows that higher levels of commitment are associated with lower turnover intentions and stronger retention outcomes (Cherif, 2020; Nurlasera et al., 2023). This commitment is shaped by factors such as compensation, training, supervisor support, and working conditions. When these organizational conditions align with employees' expectations, commitment strengthens, contributing to improved retention stability. Consequently, organizational commitment plays a foundational role in workforce sustainability.

The phenomenon of job-hopping, defined as the frequent movement between companies within relatively short intervals, has become increasingly prevalent in Indonesia. Younger workers, especially those in production line roles, often view job changes as opportunities to gain experience, increase income, or improve working conditions (Anggraeni, 2025; Saleem & Qamar, 2017). In Banten, where industrial competition is high, job-hopping complicates retention efforts and creates challenges in maintaining a stable workforce. This behavior reflects broader labor market trends influenced by economic pressures and generational preferences. Therefore, job-hopping must be considered in the analysis of employee mobility and retention.

Based on these phenomena, the present study investigates three primary research questions focused on the role of HRM practices, work experience, job-hopping, and mediating variables such as organizational commitment and job satisfaction. The first question examines how HRM practices specifically compensation, employee participation, supervisor support, occupational health and safety, training and development, and performance appraisal affect organizational commitment and job satisfaction in Banten's manufacturing sector. The second question explores the influence of work experience and job-hopping on retention, as well as the mediating roles of commitment and satisfaction. The third question concerns the design of effective HR strategies to improve retention amid high workforce mobility and regional labor competition. Through these inquiries, the study aims to provide a comprehensive understanding of retention determinants.

Overall, this research analyzes the simultaneous relationship between HRM practices, organizational commitment, job satisfaction, work experience, job-hopping, and employee retention across five manufacturing companies in Banten. Theoretically, the study integrates HRM variables with work experience and job-hopping two constructs that remain insufficiently explored in Indonesian manufacturing research. Practically, the findings are expected to inform HR professionals and industrial leaders on how to develop effective retention policies, including training enhancement, career development, fair compensation, strengthened supervisory roles, and strategies to manage job-hopping tendencies among younger employees. These insights collectively contribute to improving workforce stability and organizational competitiveness. With a deeper understanding of these factors, companies can design HR strategies that promote long-term sustainability in the increasingly competitive manufacturing environment.

2. THEORETICAL CONTEXT AND HYPOTHESIS FORMULATION

Human resource management (HRM) fundamentally focuses on managing knowledge, skills, abilities, and the developmental potential possessed by organizational members. These attributes are treated as strategic assets that must be invested in through systematic HR policies, talent management systems, and continuous improvement practices. According to Armstrong & Brown (2023), HRM aims to enhance the value of human capital so that organizations are able to operate effectively in both the short and long term, while securing a sustainable competitive advantage. HRM also involves the measurement of human capital value, the assessment of individual contributions, and the evaluation of the effectiveness of HR practices applied within organizational contexts. On this basis, HRM becomes a central mechanism for ensuring that employees possess the motivation, competence, and commitment required to achieve organizational goals.

Human resource practices (HRP) such as compensation, employee participation, training and development, and performance appraisal are consistently highlighted as essential components for building workforce quality and engagement. Studies demonstrate that these HR practices significantly contribute to the development of organizational commitment, as employees who perceive fairness, support, and investment tend to respond with loyalty and stronger attachment to the organization. Furthermore, research shows that employee involvement in decision-making processes enhances their sense of belonging, trust, and psychological connection to the workplace. High-quality training strengthens competence and motivation, thereby stimulating reciprocal behaviors manifested in the form of stronger commitment (Hosen et al., 2021). Transparent performance appraisal

systems further reinforce fairness perceptions and provide role clarity, which motivates long-term contribution. Based on this accumulated evidence, the theoretical foundation of this study assumes that HR practices exert direct effects on organizational commitment, which subsequently influence employee retention and organizational performance (Grund & Nießen, 2025).

2.1 Theoretical Review

The relationship between HRM practices and employee retention is widely explained through Social Exchange Theory (SET). SET proposes that when organizations provide valuable resources such as compensation, training, supervisor support, and a safe work environment employees reciprocate through stronger commitment and retention behaviors. This reciprocal obligation helps suppress turnover intention and reinforces employees' willingness to remain with the organization (Xuecheng et al., 2022). The theory is particularly relevant in manufacturing settings where workers depend heavily on organizational support to cope with demanding work conditions. When employees perceive that the organization invests in them, they feel compelled to return the favor through loyalty.

The Job Demands–Resources (JD-R) model offers an additional framework for understanding the influence of HR practices. JD-R theory posits that job resources such as autonomy, social support, training opportunities, and appraisal feedback promote work engagement and enhance job satisfaction, which in turn reduce turnover intention (Claes et al., 2023; Yang & Lee, 2025). Conversely, high job demands such as time pressure and role ambiguity drain psychological resources, causing stress and prompting employees to consider leaving. JD-R findings demonstrate that engagement and satisfaction act as mediators linking resources to performance and retention outcomes. This mechanism is highly relevant in Banten's manufacturing sector, where shift work, output targets, and production pressure can easily create strain if not balanced with adequate resources.

Complementing the JD-R model, the Conservation of Resources (COR) theory explains that employees strive to protect and accumulate resources, including emotional stability, physical safety, and professional competence. When work demands exceed available resources, employees experience a "resource loss spiral" that increases emotional exhaustion and turnover intention (Awan et al., 2021). Supervisor support, safety practices, and development opportunities act as protective resources that mitigate stress and strengthen commitment. In manufacturing environments, strong OHS systems, ergonomic practices, and safety training reduce the threat of resource loss, thereby enhancing employees' sense of security and long-term willingness to stay.

Person–Environment Fit (P–E Fit), including its derivatives Person–Job (PJ) Fit and Person–Organization (PO) Fit, offers another theoretical perspective. This theory argues that alignment between employees' competencies, work characteristics, and organizational values leads to higher job satisfaction and lower turnover intentions. Recent studies confirm that variations in fit significantly predict job stress, satisfaction, and turnover intentions across employee tenure levels (Jasiński et al., 2024). Applied to Banten manufacturing, P–E fit implies that job design, career paths, and continuous improvement cultures should align with the preferences of technicians and operators to reduce job-hopping tendencies.

Taken together, the theoretical foundations SET, JD-R, COR, and P–E Fit—support the conceptual model of this study. HR practices, including compensation, employee participation, supervisor support, occupational health and safety, training and development, and performance appraisal, are expected to influence organizational commitment and job satisfaction. Moreover, work experience and job hopping function as mediating and moderating variables that shape employees' psychological responses to organizational practices. All theoretical pathways ultimately converge toward predicting employee retention within the competitive manufacturing context of Banten.

2.2 Employee Retention

Employee retention represents a strategic priority for organizational sustainability because retaining skilled employees is significantly more cost-effective than continuously recruiting and training new hires. Dessler (2023) defines retention as the organizational effort to maintain talented employees by creating an environment that encourages them to stay. Retention involves various dimensions, including compensation fairness, development opportunities, interpersonal relationships, leadership quality, and working conditions. Empirical studies, such as those by Hosen et al. (2024), demonstrate that competence enhancement through training and development increases commitment and lowers the likelihood of turnover. Transparent performance appraisal systems further reinforce perceptions of fairness and career clarity, which significantly decrease turnover intentions (Grund & Nießen, 2025). Overall, evidence indicates that retention outcomes are shaped by HR practices that strengthen employee competence, fairness, satisfaction, and commitment.

2.3 Compensation and Organizational Commitment

Compensation is a central component of reward management and is understood as a strategy for recognizing employee contributions through financial and non-financial rewards (Armstrong, 2023). When compensation is structured fairly and transparently, employees feel appreciated, which strengthens their psychological connection to the organization. Studies show that generous or equitable compensation packages increase employees' willingness to exert effort and remain with their current employer. Compensation also influences reciprocity: employees who perceive the organization as rewarding their contributions respond with loyalty and deeper emotional commitment. Therefore, strategically designed compensation is predicted to positively influence organizational commitment.

H1: Compensation positively influences Organizational Commitment.

2.4 Employee Participation and Organizational Commitment

Employee participation is viewed as a strategic mechanism that improves the quality of work relationships and strengthens employees' psychological engagement with the organization. Participation enables employees to contribute ideas, express concerns, and influence decisions, which results in greater empowerment and ownership. Empirical studies demonstrate that participation both direct and representative has a significant positive relationship with multiple dimensions of organizational commitment (Landry, 2025). Triantafyllidou & Koutroukis (2022) found that participation consistently increases affective commitment, fairness perceptions, and empowerment, reinforcing the view that involvement is essential for strengthening social bonds and workplace autonomy. Accordingly, participation functions as a fundamental antecedent of organizational commitment.

H2: Employee Participation positively influences Organizational Commitment.

2.5 Supervisor Support and Organizational Commitment

Supervisor support refers to instrumental and emotional assistance provided by supervisors to help employees meet job demands and develop professionally. Supportive leadership has been shown to enhance employees' identification with the organization and foster stronger emotional engagement. Supervisors who offer guidance and recognition make work feel more meaningful, thereby deepening employee attachment. Perceived supervisor support strengthens organizational commitment because employees feel valued, supported, and integrated into the organization's social structure. Thus, supervisor support is consistently recognized as a major determinant of commitment.

H3: Supervisor Support positively influences Organizational Commitment.

2.6 Health and Safety and Organizational Commitment

Occupational health and safety (OHS) is conceptualized as a holistic system that protects workers' physical and psychological well-being (Hughes & Ferrett, 2011). Effective OHS practices reduce stress, enhance perceptions of safety, and increase employees' belief that the organization cares for their welfare. Empirical studies indicate a positive relationship between OHS management and employees' affective and normative responses, which translate into higher levels of commitment. Safety practices also support procedural justice, an essential factor in building trust and emotional stability. Therefore, strong OHS implementation is expected to promote organizational commitment.

H4: Health and Safety positively influence Organizational Commitment.

2.7 Training and Development and Organizational Commitment

Training and development represent strategic investments that enhance employees' capabilities and readiness for future organizational needs. Skills development increases employees' motivation, reciprocation tendencies, and long-term attachment. High-quality training is perceived as organizational support, reinforcing feelings of appreciation and psychological bonding. Through mechanisms of social exchange, training and development enhance loyalty and commitment as employees reciprocate the organization's investment (Hosen et al., 2021; La Sala et al., 2024). Training further improves employees' capacity to use advanced tools and approaches, which strengthens their role identity and commitment (Suryanarayana, 2020). Accordingly, training and development are expected to influence commitment.

H5: Training and Development positively influence Organizational Commitment.

2.8 Performance Appraisal and Organizational Commitment

Performance appraisal refers to a systematic process of evaluating employees' performance and potential, which provides clarity regarding expectations and developmental feedback. Fair and transparent appraisals strengthen perceptions of equity and organizational support, fostering stronger psychological connections. Credible appraisals reinforce commitment by encouraging trust and alignment with organizational goals. Effective appraisal systems therefore contribute to stronger organizational commitment.

H6: Performance Appraisal positively influences Organizational Commitment.

2.9 Organizational Commitment, Job Satisfaction, and Employee Retention

Organizational commitment reflects the psychological attachment employees feel toward their organization, which shapes their identification with organizational values and their willingness to remain. Highly committed employees generally evaluate the work environment more positively, resulting in higher levels of job satisfaction (Allen & Meyer, 1996). (Commitment fosters loyalty, emotional involvement, and consistent behavior, which ultimately reduce turnover intention. Employees who feel emotionally, morally, and calculatively attached are more likely to stay. Therefore, organizational commitment is expected to influence both satisfaction and retention.

H7: Organizational Commitment has a positive effect on Job Satisfaction.

H8: Organizational Commitment has a positive effect on Employee Retention.

2.10 Job Satisfaction, Employee Retention, and Its Mediation

Job satisfaction functions as an essential psychological mechanism that shapes retention behavior. Recent studies show that affective and normative commitment create more positive and stable evaluations of work, which enhance satisfaction (Lo, 2024). Satisfaction then becomes the cognitive-affective channel through which commitment influences employee retention, as satisfied employees show higher loyalty and lower turnover intentions (Ozturk, Karatepe & Okumus, 2021; Gazi et al., 2024). Empirical findings also confirm that job satisfaction mediates the effect of commitment on turnover intention (Farawowan, 2025; Rachman, 2022). Thus, job satisfaction is expected to act both as a direct predictor of retention and as a mediator.

H9: Organizational Commitment positively affects Employee Retention through Job Satisfaction.

H10: Job Satisfaction positively affects Employee Retention.

2.11 Work Experience as a Moderator

Work experience acts as a moderator that strengthens the influence of HR practices on organizational commitment. Experienced employees possess a more established evaluative framework for interpreting organizational support, fairness, and developmental consistency (Kalia et al., 2023; Lee, 2023). Work experience enhances role clarity and stabilizes attitudes, leading to stronger and more positive responses to HR practices. Employees with extensive experience can more accurately assess the quality of the workplace environment, resulting in stronger commitment (Ozturk, Karatepe & Okumus, 2021; Purnama et al., 2024). Therefore, work experience is expected to moderate the relationship between organizational factors and commitment.

H11: Work Experience moderates the relationship between organizational factors and Organizational Commitment.

2.12 Job Hopping as a Moderator

Job hopping has emerged as an important factor influencing employees' psychological ties to their organization. Individuals with stronger tendencies to change jobs often internalize organizational values less and respond more strongly to external opportunities, weakening the positive effects of commitment on retention (Kalia et al., 2023; Ozturk, Karatepe & Okumus, 2021). Recent studies confirm that affective commitment only partially restrains job-hopping behavior, especially among younger workers with dynamic career strategies ("Breaking the Chains of Job-Hopping," 2025). Evidence from Indonesian service industries also shows that job hopping acts as "career instability" that accelerates turnover decisions even when employees are moderately satisfied. Therefore, job hopping is expected to weaken the relationship between organizational commitment and retention.

H12: Job Hopping moderates the relationship between Organizational Commitment and Employee Retention.

3 METHODOLOGY

3.1 Research Design

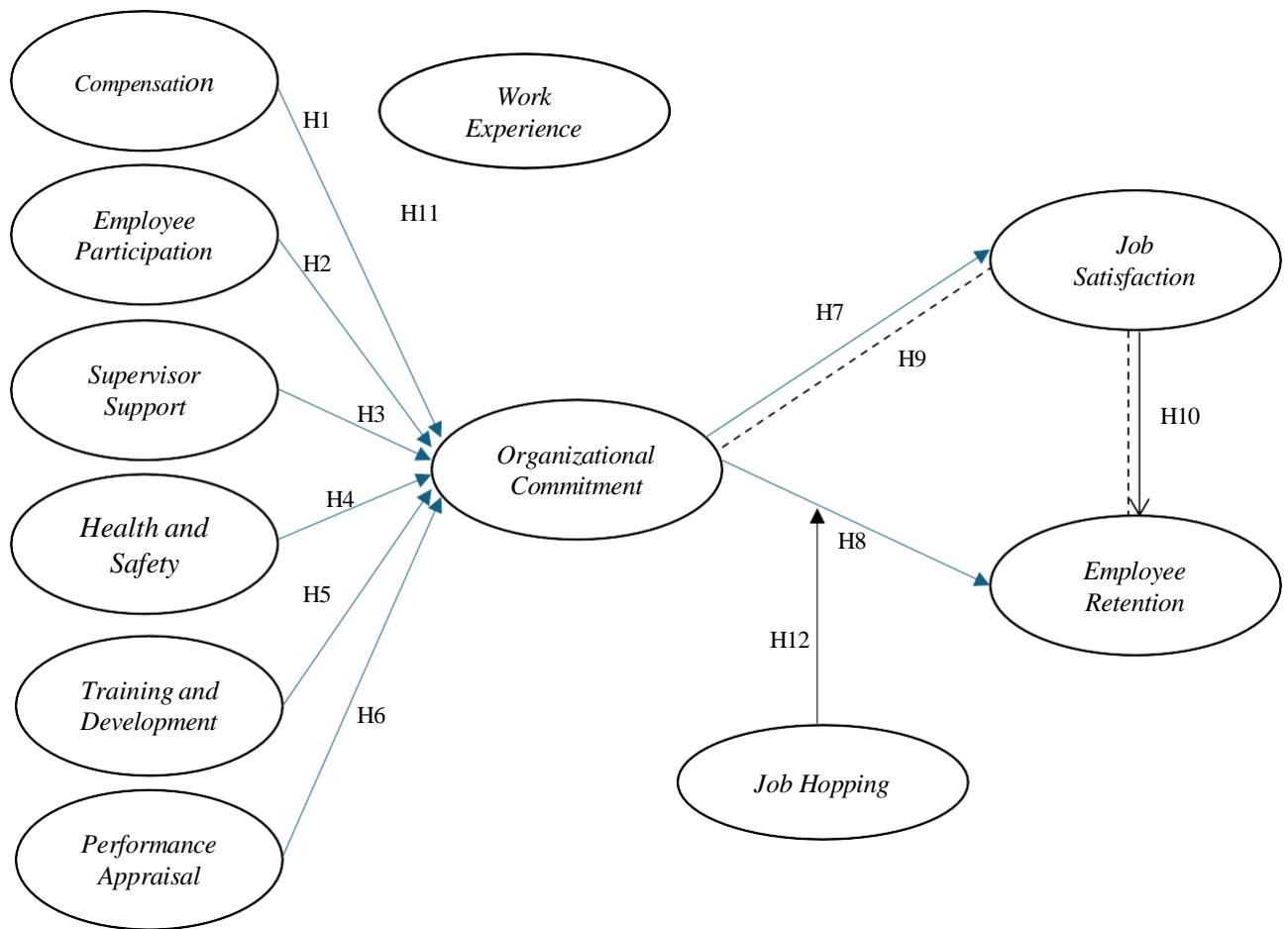


Figure 1 Variable Model

Figure 1 presents the research model that underpins this study. The present research is a development of the study conducted by Meenu Singla and Robin Kaushal (2023), which focused on the fundamental factors influencing employee retention in general. Building on their work, the current study adopts a more comprehensive perspective by integrating the lens of Strategic Human Resource Management (SHRM) to analyze the simultaneous influence of organizational commitment, job satisfaction, work experience, and job-hopping behavior on employee retention in the manufacturing sector in Banten. This extension allows for a more contextual and in-depth understanding of workforce dynamics in a highly competitive industrial environment. In particular, the model incorporates both HR practices and behavioral outcomes, thereby providing a broader analytical framework than the earlier research. The study employs a quantitative survey design with a cross-sectional approach and does not involve any experimental treatment. This design is appropriate for measuring employees' perceptions at a single point in time and for examining simultaneous relationships among multiple variables (Hair et al., 2022). The variables included in the research model are Compensation, Employee Participation, Supervisor Support, Health and Safety, Training and Development, and Performance Appraisal, which are posited to influence Organizational Commitment and Job Satisfaction. In addition, Work Experience and Job Hopping are modeled as key variables related to Employee Retention, with Organizational Commitment and Job Satisfaction serving as mediating constructs. This approach enables the researcher to obtain robust empirical evidence regarding the patterns of relationships among these constructs in real-world organizational settings, particularly in the manufacturing industry, which is currently experiencing significant shifts in human resource dynamics.

3.2 Data Collection and Sample

The population of this study consists of all employees working in the manufacturing industry in the Banten region, Indonesia. The manufacturing sector was selected because it is characterized by relatively high employee turnover and has become a central focus in the implementation of modern human resource management practices. The research involved five companies representing different segments of the manufacturing industry, namely PT LG

Electronics Indonesia, PT Sreeya Sewu Indonesia Tbk, PT Hisys Engineering Indonesia, PT Emway Globalindo, and PT Adilmart. The sampling technique used was purposive sampling, with inclusion criteria specifying that respondents must be active employees in one of the selected companies, have a minimum tenure of one year to ensure sufficient familiarity with HR policies and practices, and be willing to participate voluntarily in the survey.

These criteria were designed to ensure that participants had adequate exposure to the HR systems being evaluated. A total of 289 questionnaires were initially collected from employees who met the inclusion criteria. Following data cleaning procedures to remove incomplete responses, duplicated entries, and extreme values identified as multivariate outliers using the Mahalanobis distance test ($p < 0.001$), 268 responses remained and were deemed suitable for statistical analysis. This sample size is considered adequate for Structural Equation Modeling–Partial Least Squares (SEM–PLS), in line with the recommendations of Hair et al. (2022) and Sekaran and Bougie (2020), who suggest that the minimum sample size should be at least ten times the maximum number of structural paths directed at any construct in the model. Data were collected using a self-administered online questionnaire distributed via Google Forms, which contained statements measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), adapted primarily from Kim and Kim (2024). The survey link included an explanation of voluntary participation, confidentiality assurances, and a two-week completion window, and all responses were checked for completeness and consistency prior to analysis. The final dataset was analyzed using SmartPLS 4.0 employing a SEM–PLS approach with bootstrapping of 5,000 subsamples to test the significance of the hypothesized relationships (Sarstedt et al., 2021; Hair et al., 2022).

From a demographic perspective, the majority of respondents were male, while the remainder were female, indicating a gender distribution that reflects the male-dominated nature of many manufacturing operations. In terms of marital status, most employees were single or married, with a very small proportion classified in other categories, suggesting a relatively typical working-age population. The age distribution was concentrated in the productive age range, with the largest group being employees between their mid-twenties and mid-thirties, followed by those in the early thirties to late thirties, and smaller proportions in younger and older age brackets. Length of service at the current company was dominated by employees with shorter tenure, particularly those with less than three years of service, followed by those with four to six years and a smaller group with longer tenure. Work experience across their careers showed that most respondents had between one and four years or between five and eight years of experience, with only a small group reporting more than eight years, and the frequency of job movement ranged from never changing jobs to having moved once or twice, illustrating varying degrees of job mobility in the sample.

Gender <ul style="list-style-type: none"> • Male : 238 (61%) • Female: 152 (39%)
Marital status <ul style="list-style-type: none"> • Married: 157 (40.3%) • Singles: 230 (59%) • Others : 2 (0.6%)
Age <ul style="list-style-type: none"> • under 20 : 51 (13.1%) • 26- 31 : 171 (43.8%) • 32- 37 : 92 (23.6%) • 38- 43 : 55 (14.1%) • 44- 49 : 18 (4.6%) • On 50 : 3 (0.8%)
Length of time working at the company <ul style="list-style-type: none"> • Under 3 years : 230 (59%) • 4-6 years : 138 (35.4%) • 7-9 years : 22 (5.6%)

Experience Work

- Under 1 year : 63 (16.2%)
- 1-4 years : 218 (55.9%)
- 5-8 years : 84 (21.5%)
- Above 8 years : 25 (6.4%)

Frequency of movement Work

- Never : 130 (33.3%)
- Once : 157 (40.3%)
- Twice : 103 (26.4%)

3.3 Instrument Development and Validity/Reliability Testing

The research questionnaire was developed by operationalizing each latent construct using scales adapted from recent and tested empirical research. The Compensation construct was adapted from Rubel et al. (2021) and Singh and Singh (2023), while Employee Participation was taken from Khalid and Nawab (2018) and Zhang et al. (2022). The Supervisor Support variable was developed based on Caesens et al. (2020) and Aboramadan and Karatepe (2022). The Health and Safety construct was adapted from Ahmad and Erqou (2021) and Chen and Lu (2022).

Next, the Training and Development instrument was taken from Subramaniam et al. (2011) and updated using Putra and Haris (2023). The Performance Appraisal construct was adapted from Ahmad and Usop (2023) and Kim and Park (2021). Temporary Therefore, the Organizational Commitment construct (Affective, Continuance, and Normative) refers to Memon et al. (2020) and Alkhateri et al. (2021). The Job Satisfaction variable is based on Mahmood et al. (2019) and Anwar et al. (2021). For the Employee Retention variable, indicators are adapted from Rubel et al. (2022) and Wibowo and Pramudita (2023).

The Work Experience variable is measured based on the respondents' length of service, which is grouped into three categories: 1-3 years, 4-6 years, and 7-9 years. The midpoint of each category is used to strengthen the validity of the analysis, in accordance with the view of statisticians that the midpoint is an appropriate representation for grouped ordinal data (Jim, 2024). Meanwhile, the Job Hopping (JH) variable is measured using an ordinal scale that classifies the frequency of job changes into three categories: "Never," "1-2 Times," and "More than 3 Times," which applies according to the measurement standards for ordinal variables in social research, thus providing a valid and reliable basis for analysis (Sukma Wati Br. Tarigan, 2024; JPB Fisip UNILA, 2022).

All constructs were measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree), following the general approach in PLS-SEM-based organizational behavior research (Hair et al., 2022). Convergent validity was examined using Average Variance Extracted (AVE) with a minimum threshold of 0.50 and an outer loading value above 0.70. The analysis results showed that all indicators had values above this threshold, so each indicator can reflect the construct being measured well.

For discriminant validity, the Heterotrait–Monotrait Ratio (HTMT) method was used, with a general cutoff value below 0.90 (Sarstedt et al., 2015). However, referring to research (Sarstedt et al., 2023), HTMT values of up to 0.95 or higher are acceptable, especially for constructs that are conceptually very similar or closely related. Therefore, even though there were HTMT values slightly exceeding 0.90 in this study, this does not automatically indicate a failure of discriminant validity.

The high HTMT value in this case reflects the conceptual closeness between constructs, which are theoretically closely related. To strengthen the justification, a bootstrap test of the HTMT value was conducted, which showed that the confidence interval for the HTMT was still below 1, thus maintaining statistically acceptable discriminant validity. Cross-loadings also indicate that the indicator has a higher loading on its own construct than on other constructs, supporting discriminant validity.

Construct reliability was tested using Cronbach's Alpha and Composite Reliability (CR) with a minimum threshold of 0.70 (Bougie et al., 2020). All variables showed values above this threshold; Cronbach's Alpha values ranged from 0.751 to 0.899 and CR values between 0.775 and 0.901. This indicates that all constructs are reliable and have excellent internal consistency. Thus, all items in the questionnaire were declared valid and reliable, and suitable for use in the analysis stages of the measurement model (outer model) and structural model (inner model) in this study.

Compensation

Arthur (1994) and Subramaniam et al. (2011)

No.	Statement
CPA1	Fair compensation paid
CPA2	Allowance such as pension funds and severance pay provided
CPA3	Employee can take loan as well as make a down payment
CPA4	More compensation tall paid compared to with organization similar other

Employee participant

Bhatti and Qureshi (2007), Khalid and Nawab (2018) and Koch and McGrath (1996)

No.	Statement
EWP1	Regular meetings and discussions are held with employee
EWP2	Employee involved in the process of solving problem as well as taking decision
EWP3	Independence in think as well as act given For finish assigned tasks
EWP4	Employee feel comfortable convey view and their suggestions
EWP5	Seniors push creation atmosphere Work The same team

Supervisor support

Greenhaus et al. (1990)

No.	Statement
SS1	Superior I always give I information about various opportunity career for I am in the organization
SS2	Superior I give I useful advice about improvement performance I when I need it
SS3	Superior I give assignments that give I chance For develop as well as strengthen skills new
SS4	Superior I assign I projects special that improves visibility I am in the organization

Health and safety

Macdonald and Macintyre (1997)

No.	Statement
HAS1	Facility welfare as well as arrangement adequate safety available
HAS2	Policy health as well as safety available Then communicated
HAS3	Officer welfare appointed with not quite enough answer full on health as well as safety

Training and development

Arthur (1994) and Subramaniam et al. (2011)

No.	Statement
TDA1	Training program structured with Good as well as shared in a way wide
TDA2	Training induction help employee new For learn more details about organization
TDA3	Training program aim For develop personality in a way overall
TDA4	On- site training Work given in accordance need

Performance appraisal

Arthur (1994) and Subramaniam et al. (2011)

No.	Statement
PA1	Performance is assessed in a way periodically
PA2	Evaluation give chance For do review and reflection self
PA3	System evaluation own room scope For help employee find potential they

PA4	HR department uses the assessment data For decision development employee
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Affective commitment (Organizational commitment)

Allen and Meyer's (2011)

No.	Statement
1	I really feel as if problem organization This is problem I Alone
2	Organization This own meaning very big person for I
3	I would be very happy use up remainder career I am in the organization This

Continuance commitment (Organizational commitment)

Allen and Meyer's (2011)

No.	Statement
1	Currently , maintaining work I am in the organization This is matter need at a time desire
2	I believe I own too A little choice For consider leave organization This
3	One of from A little consequence negative leave work I am in the organization This is lack of alternative other jobs available

Normative commitment (Organizational commitment)

Allen and Meyer's (2011)

No.	Statement
1	Even though profitable I , I feel No appropriate For leave it
2	I will feel guilty If leave organization This Now
3	I do not will leave organization I Now out of a sense of duty I towards him

Job satisfaction

Macdonald and MacIntyre (1997) and Mahmood et al. (2019)

No.	Statement
JS1	Condition Work Good
JS2	I am satisfied with incentive financial assistance provided
JS3	I feel have a strong sense of belonging to organization This
JS4	Organization This inspiring I For reach performance best in place Work
JS5	All group power Work treated in a way equivalent (age , gender gender , race , religion)

Employee retention

Mobley et al. (1978) and Khalid and Nawab (2018)

No.	Statement
ER1	I think organization This as place great job
ER2	I feel worry with the future organization This
ER3	If I must choose again , me more Like work in an organization This just
ER4	Assignment " Interest Based " work and " Acting " skills as tool more retention strong

3.4 Data Analysis Methods

Data analysis was conducted using SmartPLS 4 software, applying a two-stage Partial Least Squares–Structural Equation Modeling (PLS–SEM) procedure as recommended by Hair et al. (2022). In the first stage, the measurement model (outer model) was evaluated to ensure that all constructs met the criteria for indicator reliability, construct reliability, and validity. Indicator reliability was assessed through outer loading values, which were expected to be greater than 0.70. Construct reliability was examined using Composite Reliability (CR) with a minimum threshold of 0.70. Convergent validity was tested through AVE values, which were required to be at least 0.50, and discriminant validity was assessed following the HTMT criterion proposed by Sarstedt et al. (2015, 2023),

allowing values up to 0.95 for conceptually related constructs. This rigorous evaluation ensured that the measurement model was sound before testing the hypothesized relationships.

In the second stage, the structural model (inner model) was evaluated to test the relationships between variables as specified in the research hypotheses. Path coefficients were estimated, and their significance was assessed using a bootstrapping procedure with 5,000 subsamples. Hypothesis testing was based on t-statistics greater than 1.65 and p-values less than 0.05 at a 5% significance level. The analysis covered direct effects, indirect (mediated) effects, and total effects, thereby enabling the identification of both mediating roles (e.g., Organizational Commitment and Job Satisfaction) and moderating roles (e.g., Work Experience and Job Hopping). Coefficients of determination (R^2) were calculated to assess the explanatory power of the model for each endogenous variable, while effect sizes (f^2) were used to evaluate the practical significance of each predictor. Together, these analyses provided a comprehensive understanding of how Compensation, Employee Participation, Supervisor Support, Health and Safety, Training and Development, Performance Appraisal, Work Experience, Organizational Commitment, Job Satisfaction, and Job Hopping interact to influence Employee Retention in the Banten manufacturing context.

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4. RESULTS AND DISCUSSION

The measurement model demonstrated acceptable validity and reliability. The outer loading values of all indicators were above the minimum criterion of 0.70, and the Composite Reliability (CR) coefficients for each construct ranged from 0.751 to 0.899, indicating strong internal consistency. Average Variance Extracted (AVE) values ranged from 0.548 to 0.704, providing adequate evidence of convergent validity. Discriminant validity was also confirmed, with the square root of the AVE value for each construct being higher than the correlation between constructs, and all Heterotrait–Monotrait Ratio (HTMT) values were below 0.90, as recommended by Hair et al. (2022). Therefore, all constructs in this model were statistically valid and reliable.

In the structural model, the variables Compensation, Employee Participation, Supervisor Support, Health and Safety, Training and Development, Performance Appraisal in a way simultaneous explains 54.3% of the variance in Organizational Commitment. Meanwhile, Commitment Organization explain Job Satisfaction by 58.8% and against Employee Retention by 71.9%. This result show that the model has ability strong predictive power (substantial predictive power) in explain ability company maintain employees. With Thus, the

research model This has fulfil criteria eligibility structural and can used For testing hypothesis at the stage furthermore .

4.1 Measurement Model Test

All constructs in the research model demonstrated excellent validity and reliability. Cronbach's Alpha values ranged from 0.751 to 0.899, while Composite Reliability (CR) values ranged from 0.775 to 0.901, indicating strong internal consistency. Average Variance Extracted (AVE) values also all exceeded the minimum threshold of 0.50, ranging from 0.548 to 0.704, demonstrating the fulfillment of convergent validity criteria (Hair et al., 2022).

Furthermore, the results of the discriminant validity test using the Heterotrait–Monotrait Ratio (HTMT) method showed that several HTMT values were above 0.90. According to Sarstedt, Hair Jr., and Ringle (2023), HTMT values of up to 0.95 or more are acceptable, especially for constructs that are conceptually very similar or closely related, especially for variables in the HR field in this study. Therefore, although there are HTMT values slightly exceeding 0.90 in this study, this does not automatically indicate a failure of discriminant validity. It indicates the absence of multicollinearity problems and clear construct differences between variables. These results confirm that all constructs in this study have met the criteria for testing the measurement model and are ready for further analysis in the structural model (Sarstedt et al., 2023).

Table 1. Construct Reliability and Validity Test

Construct	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Average Variance Extracted (AVE)
COM	0.751	0.787	0.836	0.561
EMP	0.793	0.796	0.858	0.548
ER	0.769	0.775	0.853	0.592
HS	0.790	0.798	0.877	0.704
JOS	0.816	0.821	0.872	0.576
ORG	0.899	0.901	0.919	0.587
PFA	0.822	0.828	0.882	0.651
SS	0.779	0.780	0.858	0.602
TRD	0.814	0.819	0.877	0.642

Table 2. Discriminant Validity (Heterotrait-Monotrait Ratio-Matrix)

	COM	EMP	ER	HS	JH	JOS	ORG	PFA	SS	TRD	WE
COM		0.910									
EMP	0.639		0.754								
ER	0.820	0.912		0.682							
HS	0.820	0.912	0.682		0.048						
JH	0.198	0.062	0.048	0.048		0.093					
JOS	0.668	0.792	0.960	0.779	0.093		0.883				
ORG	0.635	0.742	0.975	0.671	0.139	0.883		0.759			
PFA	0.693	0.784	0.844	0.794	0.140	0.794	0.759		0.928		
SS	0.831	0.942	0.751	0.931	0.074	0.848	0.804	0.928		0.906	
TRD	0.791	0.938	0.757	0.840	0.091	0.835	0.728	0.945	0.906		0.330
WE	0.057	0.036	0.050	0.033	0.036	0.050	0.033	0.253	0.077	0.330	

4.2. Structural Model Test

Structural model in study This capable explains 71.9% of the variance in Employee Rentention ($R^2 = 0.719$), which indicates that variables Compensation, Employee Participation, Supervisor Support, Health and Safety, Training and Development, Performance Appraisal in a way simultaneous through Commitment Organization give substantial contribution to level employee For Employee Retention. Variance Inflation Factor (VIF) value for all over construct is below 3.0, so that can concluded that No there is problem multicollinearity between variables. These results confirm that the research model own ability strong prediction and stability good structural, as well as worthy used For testing hypothesis at the stage next.

4.3 Hypothesis Testing

Bootstrapping results with 5,000 subsamples showed that several HR practices were proven to increase organizational commitment. Compensation ($\beta = 0.161$; $p = 0.045$), Employee Participation ($\beta = 0.194$; $p = 0.010$), Training & Development ($\beta = 0.176$; $p = 0.010$), and Performance Appraisal ($\beta = 0.287$; $p < 0.001$) had an effect. positive significant towards Organizational Commitment. In contrast , Supervisor Support ($\beta = 0.078$; $p = 0.144$) and Health & Safety ($\beta = -0.085$; $p = 0.109$) did not significant , showing second variables the Not yet become factor main improvement commitment employee in context study This .

Furthermore, Organizational Commitment is proven increase Job Satisfaction ($\beta = 0.765$; $p < 0.001$) and Employee Retention ($\beta = 0.561$; $p < 0.001$), as well as own influence No direct to retention through Job Satisfaction ($\beta = 0.259$; $p < 0.001$). In general directly, Job Satisfaction also affects retention ($\beta = 0.339$; $p < 0.001$).

On testing moderation, Work Engagement only give marginal effect on the relationship compensation – commitment ($p = 0.067$), refuse part big interaction others, except weaken the influence of Supervisor Support on commitment ($\beta = -0.208$; $p = 0.018$). Meanwhile, Job Hopping did not moderate the commitment–retention relationship ($p = 0.103$).

In general, these results indicate that most of the hypotheses are supported, especially regarding the importance of organizational commitment in increasing employee satisfaction and retention and the strategic role of HR practices in shaping this commitment.

Table 3. Direct Effect

Code	Formulation Hypothesis	Standardized	T-Stat	P-Value	Test Results
H1	Compensation → Organizational Commitment	0.161	1,695	0.045	Accepted
H2	Employee Participation → Organizational Commitment	0.194	2,326	0.010	Accepted
H3	Supervisor Support → Organizational Commitment	0.078	1,061	0.144	Rejected
H4	Health & Safety → Organizational Commitment	-0.085	1,232	0.109	Rejected
H5	Training & Development → Organizational Commitment	0.176	2,339	0.010	Accepted
H6	Performance Appraisal → Organizational Commitment	0.287	3,596	0.000	Accepted
Code	Formulation Hypothesis	Standardized	T-Stat	P-Value	Test Results
H7	Organizational Commitment → Job Satisfaction	0.765	22,725	0.000	Accepted
H8	Organizational Commitment → Employee Retention	0.561	7,389	0.000	Accepted
H9	Organizational Commitment → Employee Retention through Job Satisfaction mediation	0.259	4,423	0.000	Accepted
H10	Job Satisfaction → Employee Retention	0.339	4,531	0.000	Accepted
H11a	WE × Compensation → Organizational Commitment	0.208	1,501	0.067	Marginal
H11b	WE × Employee Participation → Organizational Commitment	0.056	0.611	0.271	Rejected
H11c	WE × Supervisor Support → Organizational Commitment	-0.208	2,099	0.018	Accepted
H11d	WE × Health & Safety → Organizational Commitment	-0.027	0.308	0.379	Rejected
H12	Job Hopping moderates relationship Organizational Commitment → Employee Retention	0.043	1,263	0.103	Rejected

5. DISCUSSION

5.1 Implication of the Theory

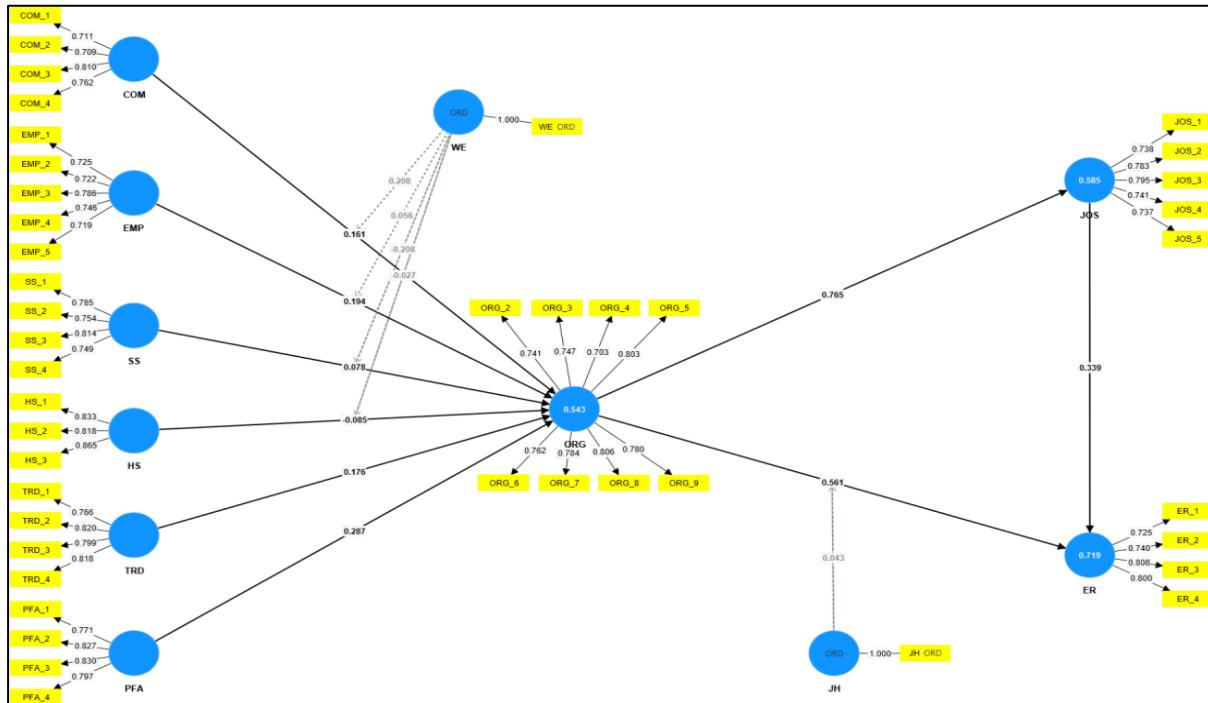


Figure 2. Structural Model Hypothesis Test

The results of the study indicate that some HR management practices have proven effective in increasing organizational commitment, while others have no significant impact in the manufacturing context in Banten. The variables compensation, employee participation, training and development, and performance appraisal proven give contribution positive. Fair and balanced compensation with contribution Work strengthen attachment emotional employees, as emphasized by Abdillah & Rambe (2024) and Nasir & Andriani (2022), because employee evaluate compensation as form award real.

Likewise, employee participation increases sense of belonging and fairness procedural, supporting Ogu's findings (2024) as well as framework justice-satisfaction (Noah, 2008). Training and development also have a significant impact because they are perceived as an organizational investment in employee competence and future, in line with Mohamed et al. (2024) and Hosen et al. (2024). As for performance Appraisal emerged as the strongest factor, as revealed by Grund & Nießen (2025) and Edelweiss (2024), because fair and transparent appraisals provide role clarity and a more definite career path.

Converserly, supervisor support and health and safety do not show influence significant to organizational commitment. Findings This in line with Ayu et al. (2025) which explains that supervisor support new impact If supported by justice organization and style Consistent leadership. In a highly structured manufacturing context, employees place greater value on systemic factors such as compensation and work procedures over interpersonal relationships. For health and safety, the results follow the pattern noted by Vindu (2024), namely low variation in perceptions due to institutionalized OHS standards, thus weakening their influence on commitment.

Other findings show that organizational commitment own very strong role in increase Job satisfaction and employee retention. Engaged employees in a way affective in the organization tend interpret his job in a way positive, supportive analysis bibliometrics IJCESN (2024). Influence commitment towards employee retention is also consistent with Dewi & Rahman (2025), which places commitment as foundation main loyalty. In addition, job satisfaction is proven mediate connection said supports Silva (2024) and Lo (2024), because satisfaction Work functioning as mechanism affective that channels influence commitment to retention. Effect direct job satisfaction to Employee retention is also strong, according to research by Gazi et al. (2024) and Talentics (2023), which found that satisfied employees more choose endure as well as show orientation career term long.

In the context moderation work experience only influence the relationship between supervisor support and organizational commitment, and its nature negative. Findings This consistent with Wan Sulaiman (2025) who stated that employee experienced have self-regulated competence, so that No too depend on the supervisor. On relationships other work experience is not play a role as an effective moderator in line with Purnama et al. (2024). Meanwhile that job hopping is not moderate connection between organizational commitment and employees retention. This supports Dinasti (2024), who concluded that job-hopping decisions are more determined by external factors such as market opportunities and salary competition. Although Kalia et al. (2023) found a moderating effect of job-hopping in the Indian textile industry, the Banten manufacturing context suggests that career mobility is more opportunistic and does not alter the influence of commitment on retention decisions. Committed employees still choose to stay despite their turnover tendencies, while those who are not committed still tend to leave, regardless of their job-hopping preferences.

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5.2 Practical Implications

The results of this study provide several important implications for human resource management practices in organizations. First, the significant positive effect of compensation on organizational commitment underscores the importance of designing a fair and competitive compensation system to increase employee loyalty and engagement. Companies need to ensure that salary, benefit, and incentive schemes reflect fairness to reduce turnover and improve performance. This finding is supported by Abdillah and Rambe (2024), who assert that compensation is a fundamental factor in shaping employee engagement. Second, the positive impact of employee participation on organizational commitment emphasizes the need to involve employees in the decision-making process, so they feel valued and have a strong sense of ownership. Management should prioritize a more participatory approach to strengthen employees' emotional connection to the company, while simultaneously increasing productivity and innovation. Although supervisor support and health & safety did not show a significant influence on commitment in this study, organizations are still advised to improve the quality of superior- subordinate relationships and create a safe and healthy work environment as part of a strategy to build long-term workplace engagement, taking into account the industrial context and work culture.

The positive contribution of training and development and performance appraisals to organizational commitment highlights the importance of investing in employee competency development and implementing transparent and fair performance evaluations. This not only increases engagement but also provides a sense of recognition that drives improved performance. The strong link between organizational commitment and job satisfaction and employee retention emphasizes the need for organizations to focus on developing a culture and practices that strengthen employee commitment, leading to greater employee satisfaction and longer retention. Implementing programs to improve job satisfaction should be a top priority to ensure employee retention. The significant finding of job satisfaction mediating the commitment-retention relationship suggests that job satisfaction is a key factor in retaining employee loyalty. Therefore, HR managers must regularly manage and monitor job satisfaction as a strategy to reduce turnover.

In the context of moderation, work experience shows different strengths of influence, with a negative effect on supervisor support relationships and organizational commitment, indicating that employees with experience are more likely to be independent and require a different managerial approach. Meanwhile, the insignificance of job hopping moderation indicates that job hopping decisions are influenced by other dynamics outside the organization's control, so management needs to understand these external factors in its retention strategy.

Overall, this study provides a comprehensive overview of the importance of compensation management, employee participation, human resource development, and job satisfaction as effective strategies in building commitment and retaining employees, which will greatly contribute to the sustainability and competitiveness of organizations in an era of increasingly fierce business competition.

CONCLUSION

This study concludes that key human resource management practices specifically compensation, employee participation, training and development, and performance appraisal significantly and positively influence organizational commitment among employees in the Banten manufacturing sector. Organizational commitment further demonstrates a strong effect on job satisfaction and employee retention, while job satisfaction functions as a significant mediator in strengthening the relationship between commitment and retention. Although supervisor support and occupational health and safety did not show significant effects, the overall model exhibits strong predictive capability in explaining how HR practices shape employee commitment and retention outcomes.

The moderation analysis indicates that work experience weakens the influence of supervisor support on organizational commitment, suggesting that more experienced employees rely less on supervisory input when forming attachment to their organization. In contrast, job-hopping behavior does not significantly moderate any relationship within the model, implying that frequency of job movement alone does not alter the commitment–retention mechanism. These findings reinforce major theoretical perspectives asserting that organizational commitment is a central predictor of decreased turnover intention and improved retention, and that job satisfaction serves as an important affective-cognitive pathway linking HR practices with employee behavioral outcomes.

Despite providing meaningful insights, this study has limitations, including the use of a single-sector sample, simplified measurements of work experience and job hopping, and a cross-sectional design that prevents capturing changes over time. Future research should expand to diverse sectors, incorporate additional variables such as organizational culture, transformational leadership, and employee well-being, and employ more detailed measures of work experience and mobility motives. Longitudinal and advanced moderation–mediation models are also recommended to deepen understanding of employee retention dynamics across different organizational environments.

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