

## The Influence of Job Satisfaction and Work Environment on Intention to Stay Permanent Employees

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### ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh kepuasan kerja dan lingkungan kerja terhadap intention to stay karyawan tetap pada PT Gelora Djaja Surabaya. Fenomena penurunan jumlah karyawan tetap dalam beberapa tahun terakhir menunjukkan adanya indikasi menurunnya niat karyawan untuk bertahan dalam perusahaan. Oleh karena itu, penting untuk mengkaji faktor-faktor yang mempengaruhi intention to stay, khususnya kepuasan kerja dan lingkungan kerja. Penelitian ini menggunakan pendekatan kuantitatif dengan jenis penelitian asosiatif kausal. Populasi dalam penelitian ini adalah seluruh karyawan tetap PT Gelora Djaja Surabaya sebanyak 2.131 orang, dengan jumlah sampel sebanyak 337 responden yang ditentukan menggunakan teknik proportionate stratified random sampling. Data dikumpulkan melalui kuesioner dan dianalisis menggunakan metode regresi linier berganda. Hasil penelitian menunjukkan bahwa kepuasan kerja berpengaruh positif dan signifikan terhadap intention to stay. Selain itu, lingkungan kerja juga berpengaruh positif dan signifikan terhadap intention to stay. Hal ini berarti bahwa semakin tinggi tingkat kepuasan kerja dan semakin baik lingkungan kerja yang dirasakan karyawan, maka semakin besar pula keinginan karyawan untuk tetap bekerja di perusahaan. Penelitian ini diharapkan dapat memberikan kontribusi bagi perusahaan dalam merumuskan strategi pengelolaan sumber daya manusia, khususnya dalam meningkatkan kepuasan kerja dan menciptakan lingkungan kerja yang kondusif guna meningkatkan retensi karyawan.

**Kata Kunci:** Kepuasan Kerja, Lingkungan Kerja, Intention to stay

### ABSTRACT

This study aims to analyze the influence of job satisfaction and work environment on intention to stay permanent employees at PT Gelora Djaja Surabaya. The phenomenon of decreasing numbers of permanent employees in recent years indicates a decline in employee intentions to stay with the company. Therefore, it is important to examine the factors that influence this intention to stay, specifically job satisfaction and the work environment. This study uses a quantitative approach with a causal associative research type. The population in this study were all 2,131 permanent employees of PT Gelora Djaja Surabaya, with a sample of 337 respondents determined using a proportionate stratified random sampling technique. Data were collected through questionnaires and analyzed using multiple linear regression methods. The results of the study indicate that job satisfaction has a positive and significant effect on intention to stay. In addition, the work environment also has a positive and significant influence on intention to stay. This means that the higher the level of job satisfaction and the better the work environment perceived by employees, the greater their desire to remain with the company. This research is expected to contribute to companies in formulating human resource management strategies, particularly in increasing job satisfaction and creating a conducive work environment to improve employee retention.

**Keywords:** Job Satisfaction, Work Environment, Intention to stay

## **INTRODUCTION**

Human resources (HR) are the most important asset for any organization. In increasingly competitive business environments, companies must not only find and recruit competent employees but also retain them for long-term survival. Currently, employee turnover rates are high.(turnover)become a major challenge for many companies(van Kraaij dkk., 2025). Based on data from the Central Statistics Agency (BPS, 2024), the level ofturnoverThe annual turnover of employees in the manufacturing sector in Indonesia reaches 12.3%. This figure indicates that many employees still choose to move to other companies. Yet, the manufacturing sector plays a vital role in the national economy, employing approximately 19.34 million workers and contributing 18.98% to Gross Domestic Product (GDP). Therefore, the high unemployment rate can have a serious impact on the efficiency, stability and competitiveness of the manufacturing industry in Indonesia.

The number of permanent employees at PT Gelora Djaja has been declining from 2018 to 2023, despite a continued decline in turnover. In 2018, the number of employees reached 3,078, dropping to 2,131 in 2023. This decline indicates a decline in employee retention (intention to stay). The main reasons for employee leaving based on HRD data are voluntary resignation (50–55%), layoffs (30–35%), and retirement (10–15%). Based on the results of a pre-survey conducted on 10 respondents of PT. Gelora Djaja employees, it can be seen that most employees showed a strong desire to continue working at the company. This can be seen from 80% of respondents who stated that they planned to continue working in the long term, while only 20% had the desire to leave the company. As many as 60% of respondents also stated that they were not interested in looking for work elsewhere, which shows that most employees have loyalty and a sense of attachment to the company, although there are still 40% who are considering opportunities outside the company.

In terms of commitment, 80% of employees admitted to having a strong sense of commitment to the company, which reflects a good emotional connection and sense of responsibility between employees and the organization. From the aspect of work comfort, 90% of employees stated that they felt safe and comfortable working at PT. Gelora Djaja.

This phenomenon emphasizes the importance of understanding the factors that influence desire to remain working at the company (intention to stay). Intention to stay is one measure of management's success in retaining employees. According to(Alshaibani et al., 2024), intention to stay is an employee's tendency to continue working in an organization for a certain period of time. Among these factors, job satisfaction and work environment are often cited as the two main factors that most influence an employee's decision to stay.(Nurhalizah et al., 2024)This is in line with the research results(Monica and Prasetyo, 2021)which shows that job satisfaction has a significant influence on employee intention to stay in the service sector in Indonesia. Another study by(Rusandi and Yanto, 2023) also stated that job satisfaction plays an important role as a link between leadership style and employees' desire to remain employed.

Most PT. Gelora Djaja employees have a positive perception of the company's working conditions. 90% of respondents felt that their salaries and benefits were commensurate with their workload, 100% of respondents had good working relationships with their colleagues, and 100% felt they received good support and guidance from their superiors. Furthermore, 90% of respondents also stated that they had opportunities for development and promotion within the company. Furthermore, 90% of respondents assessed that the company provides recognition for their work achievements, indicating a good appreciation and reward system. Overall, these findings indicate that PT. Gelora Djaja employees have a high level of job

satisfaction, both in terms of employee relations and in terms of employee satisfaction. between employees, superior support, and compensation provided.

Previous studies such as Muhammad & Sukaris (2024), Winanti et al. (2023), Firdaus & Sukaris (2022) have discussed job satisfaction and its influence on compensation, the environment, and several other variables. Job satisfaction is an important factor in motivating employees, as is the environment conducive.

The work environment is also an important factor influence employee decisions to stay with the company. Research conducted by (van Kraaij dkk., 2025) shows that a healthy and conducive work environment can reduce employee turnover rates. (turnover) and increase their desire to remain employed by the company. This is also in line with the findings (Nurhalizah et al., 2024) which confirms that a quality work environment has a significant influence on increasing employee retention intentions, especially in the manufacturing and service sectors. Based on the results of a pre-survey, the majority of PT. Gelora Djaja employees assessed the company's work environment as being in good condition. Ninety percent of respondents stated that the workspace had adequate lighting and ventilation, and 90% considered the work environment clean and comfortable. Furthermore, all respondents (100%) admitted that employee relations were harmonious and supported by good communication between coworkers.

Several previous studies have shown mixed results regarding the relationship between job satisfaction, work environment, intention to stay. Research conducted (Saraswati et al., 2023) found that job satisfaction has a positive effect on employee retention intentions. Conversely, (Triana, 2022) shows that the work environment does not have a significant influence on intention to stay. Meanwhile, research conducted by (Dewi and Mulyanto, 2024) revealed that job satisfaction and job stress influence employee retention

intentions in the retail sector, but work environment variables were not the main focus. (Arohmah et al., 2024) also shows that job satisfaction, compensation, and development career influence on the intention to stay, but has not included the work environment as a research variable. Other research (Since Lusiana et al., 2024) found that job satisfaction and organizational support had a significant influence on intention to stay, however, the work environment was again not made the main variable in the study. Research conducted by (Nurhalizah et al., 2024) emphasizes that job satisfaction and the work environment are important factors that can increase employees' desire to stay with the company. Therefore, this research is expected to provide both theoretical and practical contributions to the development of human resource management.

## **LITERATURE REVIEW**

### **Job Satisfaction**

According to (Hasibuan, 2016:202), job satisfaction is an emotional attitude of enjoyment and love for one's job, reflected in work morale, discipline, and work performance. Research conducted by (Santoso and Yuliantika, 2022) found that job satisfaction is a positive feeling toward work that arises from the employee's needs being met.

### **Work environment**

According to (Sedarmayanti, 2017:28), the work environment includes all equipment, materials, conditions around the workplace, work methods, and the arrangement of work activities both individually and in groups.

### **Intention to stay**

Intention to stay, or an employee's desire to remain with an organization, is a crucial aspect of human resource management because it is directly related to the organization's loyalty, commitment, and ability to retain employees. Research (Santoso and Yuliantika, 2022) also shows that job satisfaction and compensation have a significant influence on employee

retention.intention to stay; employees who feel satisfied with their work and appreciated by the company tend to have strong motivation to stay in the organization.

**METHODS**

This study uses a quantitative method with a causal associative approach to analyze the influence of job satisfaction and work environment on intention to stay permanent employees of PT Gelora Djaja Surabaya. Data were collected through an online questionnaire based on a Likert scale and statistically analyzed using SPSS. The study population consisted of 2,131 permanent employees, with a sample of 337 respondents selected using proportionate stratified random sampling. The data used consisted of primary data (questionnaire results) and secondary data

(company documents and supporting literature). Data analysis techniques include descriptive analysis, data quality testing (validity and reliability), outlier detection, and classical assumption testing (normality, multicollinearity, and heteroscedasticity). Next, multiple linear regression analysis was conducted to test the influence of independent variables on the dependent variable, as well as hypothesis testing through the t-test and coefficient of determination (R<sup>2</sup>) to determine the level of significance and the magnitude of the influence of the research variables.

**RESULTS AND DISCUSSION**

**Validity Test Results**

The results of the validity test can be seen in Table 1

Table 1. Validity Test Results

No.	Question Items	R Count	r Table	Say	Information
1.	X1				
	X1.1	0,614	0,106	0,000	Valid
	X1.2	0,613	0,106	0,000	Valid
	X1.3	0,640	0,106	0,000	Valid
	X1.4	0,611	0,106	0,000	Valid
	X1.5	0,669	0,106	0,000	Valid
2.	X2				
	X2.1	0,718	0,106	0,000	Valid
	X2.2	0,622	0,106	0,000	Valid
	X2.3	0,695	0,106	0,000	Valid
	X2.4	0,623	0,106	0,000	Valid
	X2.5	0,615	0,106	0,000	Valid
3.	AND				
	Y1	0,635	0,106	0,000	Valid
	Y2	0,721	0,106	0,000	Valid
	Y3	0,662	0,106	0,000	Valid
	Y4	0,643	0,106	0,000	Valid
	Y5	0,620	0,106	0,000	Valid

This test uses a significance level of 5%, with the test criteria proven by calculations if the

calculated r value > r table with a sample size of 337. For samples (n-2) = 337-2 = 335.

**Reliability Test Results**

The results of the reliability test can be seen in Table 2.

Table 2. Reliability Test Results

Item	Cronbach Alpha	Alpha	Information
Job Satisfaction	0,619	0,60	Reliable
Work environment	0,669	0,60	Reliable
Intention to stay	0,670	0,60	Reliable

Based on table 2, it shows that each variable has a Cronbach Alpha value above the Alpha value of 0.60.

**Normality Test Results**

The results of the normality test using Kolmogorov Smirnov can be seen in Table 3.

Table 3. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		229
Normal Parameters <sup>a,b</sup>	Mean	,4622227
	Std. Deviation	,99890509
	Absolute Differences	,066
Most Extreme Differences	Positive	,058
	Negative	-,066
	Kolmogorov-Smirnov Z	,996
Asymp. Sig. (2-tailed)		,274

a. Test distribution is Normal.  
b. Calculated from data.

Based on Table 3 above, it shows that the sig value of K – S is 0.274 > 0.05, which means that the regression model is normally distributed.

**Multicollinearity Test**

The results of the multicollinearity test can be seen in Table 4.

Table 4. Multicollinearity Test Results

Coefficients <sup>a</sup>		
Model	Collinearity Statistics	
	Tolerance	VIF

1	Job Satisfaction	,998	1,002
	Work environment	,998	1,002

a. Dependent Variable: *Intention to stay*

Based on table 4, it shows that all independent variables in this study have a tolerance value greater than 0.10 and a VIF value less than 10. Therefore, it can be concluded that the model in this study is free from multicollinearity problems.

**Heteroscedasticity Test Results**

The results of the heteroscedasticity test can be seen in Table 5.

Table 5. Results of the Gletjer Test for Heteroscedasticity

Coefficients <sup>a</sup>					
Model		Unstandardized	Standard	t	sig
		Coefficient	Coefficients		
		B	Error		n.
		Std. Beta			
		r			
1	(Constant)	2,126	0,941	2,261	0,025
	Job Satisfaction	-0,055	0,032	-1,739	0,083
	Work environment	0,002	0,037	0,005	0,977

a. Dependent Variable: ABS\_RES

Based on table 5, it shows that the significance value of each variable is greater than 0.05.

**Results of Multiple Linear Regression Analysis**

The results of multiple linear regression analysis can be seen in Table 6.

Table 6. Results of Multiple Linear Regression Analysis

Coefficients <sup>a</sup>					
Model		Unstandardized	Standard	t	Sig.
		Coefficient	Coefficients		

	s		ents		Beta	t	Sa
	B	Err	or	Beta			
(Consta	13,9	1,3			10,0	,0	
nt)	23	89			24	00	
1 Job	,303	,04	,394		6,49	,0	
Satisfact		7			8	00	
ion							
Work	,072	,04	,099		1,63	,1	
environ		4			3	04	
ment							

a. Dependent Variable: Intention to stay (Y)

Based on table 6 above, an equation can be formulated by entering the results of the Understandardized Coefficients B in the multiple linear regression model as follows:

$$Y = 13,923 + 0,303X_1 + 0,072X_2$$

Based on the results of the multiple linear regression equation above, the interpretation of each variable is as follows:

1. Mark  $\alpha$  constant of 13.923, shows that if the variables Job Satisfaction (X1), Work Environment (X2), towards Intention to stay (Y) is considered fixed or constant, then the value Intention to stay (Y) is 13,923.
2. The value of  $\beta_1$  = Regression coefficient X1 (Job Satisfaction) is 0.303, which means that there is a positive relationship between Job Satisfaction (X1) and Intention to stay (Y), the higher the Job Satisfaction, the higher the Intention to stay, and vice versa.
3. The value of  $\beta_2$  = Regression coefficient of 0.072 shows that the Work Environment variable (X2) has a positive effect on Intention to stay (Y). So it can be interpreted that if the Work Environment (X2) increases then Intention to stay (Y) will also increase, and vice versa.

**Partial Test Results (T-Test)**

The results of the T test can be seen in table 7.

Table 7. T-Test Results

Model	Coefficients <sup>a</sup>		t	Sa
	Unstandardized Coefficient	Standardized Coefficient		
	B	Std. Error	Beta	
(Consta	13,9	1,3		10,0
nt)	23	89		24
1 Job	,303	,04	,394	6,49
Satisfact		7		8
ion				
Work	,072	,04	,099	1,63
environ		4		3
ment				

a. Dependent Variable: Intention to stay

The following is an explanation for each variable:

1. Job Satisfaction (X1)  
Based on the Coefficients table (Table 7), a significance value of  $0.000 < 0.05$  is produced, so it can be concluded that  $H_0$  is rejected and  $H_1$  is accepted. If calculated with the calculated t value with the t table, then the calculated  $t >$  from the t table:  $(6.498) > (1.971)$  then  $H_1$  is accepted, meaning that the Job Satisfaction variable (X1) has a significant effect on Intention to stay (AND).
2. Work Environment (X2)  
Based on the Coefficients table (Table 7), a significance value of  $0.104 > 0.05$  is produced, so it can be concluded that  $H_0$  is accepted and  $H_2$  is rejected. If calculated using the calculated t value with the t table, then the calculated  $t <$  from the t table:  $(1.633) < (1.971)$  then  $H_2$  is rejected, meaning that the Work Environment variable (X2) does not have a significant effect on Intention to stay (AND).

**Results of the Coefficient of Determination (R2)**

The results of the coefficient of determination test can be seen in Table 8.

Table 8. Results of the Determination Coefficient Test

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.411 <sup>a</sup>	.169	.161	.99950

a. Predictors: (Constant), Work Environment, Job Satisfaction

Based on table 8 above, the resulting value is Adjusted R Square in the coefficient of determination ( $R^2$ ) test of 0.224 or 22.4% shows that this research model places more emphasis on testing the relationship between variables/primary factor, not on overall predictive ability. This shows that the variables Job Satisfaction and Work Environment are able to explain the variables Intention to stay (Y) is 22.4%, while the remaining 77.6% is explained by other variables not included in this study.

**DISCUSSION**

**The Influence of Job Satisfaction on Intention to stay**

Based on the results of the t-test, the calculated t-value was 6.498, which is greater than the t-table of 1.971, with a significance level of  $0.000 < 0.05$ . These results indicate that job satisfaction has a positive and significant effect on intention to stay This means that the higher the level of job satisfaction experienced by employees, the greater their desire to remain with the organization. Conversely, if job satisfaction levels decrease, employees' tendency to leave the organization will increase.

A relatively small coefficient of determination value does not necessarily indicate that the research model is weak. In the context of social and organizational behavior research, the value R Square Moderate or small changes are common. Ghozali (2021) explains that human behavior is influenced by various complex, dynamic, and interrelated variables. Thus, the value of R Square of 22.4% still has

substantive meaning because it shows a real and significant influence of job satisfaction on intention to stay.

The results of this study are in line with the relationship between job satisfaction and intention to stay. According to (Robbins and Judge 2017:115), job satisfaction is an individual's positive attitude towards their job that arises from an evaluation of the characteristics of the job. This positive attitude will influence Work behavior, including the decision to stay or leave the organization. Satisfied employees tend to demonstrate stronger commitment and desire to maintain long-term working relationships.

This definition is reinforced by Hasibuan (2016:202), who states that job satisfaction is an emotional attitude of enjoyment and love for one's job, reflected in work morale, discipline, and performance. In this context, job satisfaction impacts not only performance but also employee loyalty to the company. When employees perceive their work as rewarding, secure, and providing opportunities for growth, an emotional attachment is formed that encourages their desire to remain.

1. Satisfaction as a Dominant Internal Factor  
According to (Robbins and Judge 2017:115), the factors that influence intention to stay Factors can be divided into internal and external factors. Job satisfaction is an internal factor because it relates to an individual's perception and evaluation of their work. The results of this study indicate that internal factors, in the form of job satisfaction, have a stronger influence on shaping job performance intention to stay compared to external factors. This means that employees' decisions to stay are more influenced by how they evaluate their own work, rather than solely by external environmental conditions.
2. Fulfillment of Job Satisfaction Indicators  
Based on job satisfaction indicators including:
  - a. Fair compensation

- b. Harmonious working relationships
- c. Promotion opportunities
- d. Supportive working conditions
- e. Recognition of achievement

The descriptive results of the study indicate that the majority of PT Gelora Djaja Surabaya employees gave positive assessments of these aspects. This condition reflects the company's ability to meet employee needs, both financially and non-financially. According to Maslow's hierarchy of needs theory, if basic needs such as physiological and security are met through salary and job stability, and social needs are met through harmonious work relationships, individuals will tend to maintain the conditions that have provided a sense of security and comfort.

3. Relationship with Herzberg's Two Factor Theory

Job satisfaction is influenced by motivating factors such as achievement, recognition, responsibility, and opportunities for growth. Indicators such as promotion opportunities and recognition for accomplishments contribute significantly to job satisfaction. When employees feel valued and have opportunities for growth, they view the company as a place with long-term prospects. This directly increases intention to stay.

4. Consistency with Previous Research

The results of this study are also consistent with the research of Santoso and Yuliantika (2022) which found that job satisfaction has a positive and significant effect on intention to stay. Similarly, Rusandi and Yanto (2023) stated that job satisfaction increases employee commitment and loyalty to the organization. The consistency of these results demonstrates that, empirically and theoretically, job satisfaction is indeed a major determinant in shaping employee retention intentions, both in the service and manufacturing sectors.

5. Implications in the Context of PT Gelora Djaja Surabaya

In the context of PT Gelora Djaja Surabaya, high job satisfaction can be a strategic factor in maintaining workforce stability. Despite the phenomenon of turnover in recent years, the results of this study indicate that increasing job satisfaction can be an effective solution in reducing the potential for employee turnover.

**The Influence of the Work Environment on Intention to stay**

Based on the results of the partial test (t-test), the work environment variable does not have a significant effect on intention to stay employed. This is indicated by the calculated t-value of 1.633, which is smaller than the t-table of 1.971, and the significance value of 0.104, which is greater than 0.05. The hypothesis states that the work environment has a significant effect on intention to stay rejected. The results of the multiple linear regression analysis show that the work environment has a positive regression coefficient of 0.072.

Theoretically, the work environment is one of the external factors that influence Employee behavior. According to Nitisemito (2001:183), the work environment is everything around employees that can influence them in carrying out their duties. A good work environment, both physical and non-physical, should be able to increase comfort and work enthusiasm.

Sedarmayanti (2017:28) explains that the work environment encompasses physical conditions such as lighting, ventilation, and cleanliness, as well as social conditions such as relationships between employees and communication with superiors. In theory, a conducive work environment will create a sense of comfort and ultimately increase employee loyalty. However, in the context of this research, empirical results indicate that the work environment does not have a significant

influence on employee performance intention to stay.

1. Work Environment as a Factor “Hygiene” (Two Factor Theory)

If it is associated with Herzberg's motivation theory (Two-Factor Theory) which is also an important part of the study of job satisfaction, the work environment is included in the category hygiene factors. Faktor hygiene does not directly increase motivation or long-term commitment, but only prevents dissatisfaction. Conditions are relatively good and stable, so the work environment is no longer a determining factor in the decision to stay or not. In other words, the work environment is seen as something that "should be there," not a factor that actively improves performance intention to stay.

2. Dominance of Internal Factors Compared to External Factors

According to Robbins and Judge (2017:115) intention to stay influenced by a combination of internal factors (satisfaction, motivation, commitment) and external factors (work environment, organizational policies, compensation). In this study, job satisfaction was shown to have a significant influence on intention to stay, while the work environment does not. This suggests that in the context of PT Gelora Djaja, internal factors, such as job satisfaction, are more dominant in shaping retention intentions than external factors, such as work environment conditions. Employees may feel that their decision to stay is based more on:

- a. Satisfaction with salary and benefits
- b. Promotion opportunities
- c. Recognition of achievement
- d. Job stability

3. A Stable and Homogeneous Work Environment

Based on descriptive results, almost all respondents gave a positive assessment of the work environment. Variation in responses was relatively small. In

statistical analysis, variables with highly homogeneous perceptions tend to contribute little to explaining variation in the dependent variable.

4. The Influence of External Factors: Economic Conditions and Difficulty Finding Work

In addition to theoretical factors, current external conditions also need to be considered in the discussion. In an uncertain economic climate, rising cost of living, and increasingly fierce job competition, employees tend to prioritize job security compared to the comfort of the work environment.

This is in line with Maslow's hierarchy of needs, Where need for security (*safety needs*) becomes a priority before the need for comfort or self-actualization. In unstable economic conditions and competitive job markets, employees are more focused on:

- a. Income stability
- b. Long-term job security
- c. Financial security

5. Comparison with Previous Research

The results of this study are in line with Triana's research (2022) which shows that the work environment does not have a significant effect on intention *to stay* However, these results differ from those of Nurhalizah et al. (2024), who stated that the work environment is a dominant factor in increasing retention intentions. These differences indicate that the influence of the work environment is highly contextual, depending on:

- a. Industry characteristics
- b. Economic stability
- c. Internal conditions of the company
- d. Employee perceptions of job security

In a manufacturing industry like PT Gelora Djaja, job stability and compensation are likely to be more important considerations than the physical condition of the work environment.

## CONCLUSION

The conclusion of this study shows that job satisfaction has a positive and significant influence on employee intention to stay, while the work environment does not show a significant influence. This confirms that internal factors, particularly job satisfaction, are the primary determinant in shaping employees' decisions to remain with an organization. High job satisfaction, reflected in fair compensation, harmonious working relationships, promotion opportunities, supportive working conditions, and recognition for achievement, can increase employee commitment and loyalty. Employees who feel their financial and psychological needs are met tend to develop an emotional attachment to the organization and thus prefer to stay long-term. In contrast, the work environment in this study did not have a significant influence because it tended to be stable and considered a basic factor (hygiene factor). Thus, the work environment is no longer a major differentiating factor in the decision to stay. Furthermore, external conditions such as economic uncertainty and difficulty finding work also strengthen employees' tendency to maintain their existing jobs. Therefore, companies need to focus more on improving job satisfaction as a primary strategy in maintaining workforce stability and reducing turnover rates.

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